

2005-2007 WIA and Wagner-Peyser State Plan



As Submitted to the US Department of Labor - May 31, 2005

**By the
Commonwealth of Virginia**



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Description of Process for Developing State Plan

The Governor's main involvement was provided through the Cabinet level structure and state agency heads that are responsible for the administration of workforce development programs in Virginia. Established visions, goals and initiatives of the Governor are articulated in this plan. The Executive Committee of the Virginia Workforce Council was briefed on the planning requirements in March, invited to and participated in an inter-agency planning session in April and reviewed and recommended approval of the Plan in May. The Executive Committee includes chairs of the Council's five working committees who are all business members representing the private sector.

In March, local workforce investment boards were notified of the planning timeline and were invited to submit any planning-related issues and concerns to be included in the document. Locally developed goals and strategies have been incorporated into the plan. State staff also met with local workforce board staff in April to specifically discuss waiver submissions.

The Plan draft was posted on the WIA website on May 10, 2005, and a group broadcast message of the plan posting was sent to 1,900 individuals who have signed up to be alerted of WIA activities. Both required and optional partners in the Virginia Workforce System, Economic Development entities and business representatives were invited to and attended a plan text development session in April and were provided the opportunity to review and edit the text that was developed as a result of that session. There were no public comments received prior to the May 19, 2005 meeting of the Executive Committee of the Virginia Workforce Council. The Committee unanimously approved the Plan at that meeting, and it was forwarded to Governor Mark Warner's office for signature. Because of the tight timelines imposed by the DOL Planning Process this year, public comments were accepted up until May 27, 2005 to provide maximum opportunity for input. Any comments received after the Executive Committee meeting are being forwarded to the Department of Labor and will be considered by the Virginia Workforce Council at a future meeting to determine if plan modifications are necessary.

I. Describe the Governor's vision for a Statewide workforce investment system. Provide a **summary** articulating the Governor's vision for utilizing the resources of the public workforce system in support of the State's economic development that address the issues and questions below. States are encouraged to attach more detailed documents to expand upon any aspect of the summary response if available. (§112(a) and (b)(4)(A-C).)

The Governor's vision at a broader level is articulated by the Council on Virginia's Future, which he chairs.

Building on a centuries -old heritage of leadership, achievement and commitment to the success of all its citizens, and with an abiding commitment to the rich historic and natural resources of this Commonwealth, we aspire to responsibly grow our economy to provide an enviable quality of life. To do so, we must ensure an attractive business environment, challenging and rewarding jobs reflective of a changing marketplace, and strong growth in personal income throughout all regions in the Commonwealth. We aspire to increase the levels of educational preparedness and attainment of our citizens throughout all regions in the Commonwealth because an educated, well-trained citizenry, committed to lifelong learning, provides the greatest opportunity to responsibly grow our economy.

We have a responsibility to be the best-managed state in the country. To do so, we must have a focused vision, and a fiscally responsible system that provides clear, measurable objectives, outcomes and accountability, and that attracts, motivates, rewards and retains an outstanding state workforce. We aspire to have an informed and engaged citizenry so that our citizens can provide knowledgeable input to shape the vision of the Commonwealth, identify appropriate service levels and assess progress.

The Governor's specific vision for the workforce development system in Virginia, as set forth in the State Memorandum of Understanding, is to assist individuals in obtaining employment that leads to self-sufficiency by receiving services delivered in a seamless and integrated service delivery system. Additionally, the system should eliminate duplication of services, reduce administrative costs, enhance participation, accommodate the demand needs of employers and improve customer satisfaction.

To compliment this public vision, the business-led Virginia Workforce Council has adopted the following vision: "Our Commonwealth has a world-class workforce system that is responsive to employer and worker needs and creates a well-trained, well educated and globally competitive workforce. This workforce is qualified to meet the needs of employers, both now and in the future, and is engaged in lifelong learning".

The continuity provided at both the macro and micro levels illustrates that the public workforce Virginia is positioned and recognizes the importance of supporting economic development.

A. What are the State's economic development goals for attracting, retaining and growing business and industry within the State? (§112(a) and (b)(4)(A-C).)

The Governor's Economic Development Strategic Plan, "One Virginia, One Future" includes the following goals:

Goal 1: Maintain and utilize Virginia's strong business climate to create new economic opportunities for all Virginians in an internationally competitive environment.

Goal 2: Provide effective workforce training programs to create and maintain a competitive 21st century workforce in Virginia.

Goal 3: Strengthen Virginia's traditional economic sectors and existing businesses.

Goal 4: Support technology businesses and other emerging and developing sectors of the economy, which are of critical importance to the Commonwealth's global competitiveness.

Goal 5: Concentrate economic development efforts on the areas of greatest need to help reduce economic disparity and increase the prosperity of all Virginians.

Goal 6: Strengthen the market position of all of Virginia's regions as travel destinations for national and international visitors.

Goal 7: Encourage the growth of Virginia's economy through support of exports by Virginia companies and other forms of international trade.

The entire document may be found at:

<http://www.commerce.virginia.gov/Initiatives/StratPlan/EconStratPlanFinal.pdf>

B. Given that a skilled workforce is a key to the economic success of every business, what is the Governor's vision for maximizing and leveraging the broad array of Federal and State resources available for workforce investment flowing through the State's cabinet agencies and/or education agencies in order to ensure a skilled workforce for the State's business and industry? (§112(a) and (b)(4)(A-C).)

The Governor's vision for maximizing public resources is best exhibited in Virginia's strategic planning, performance-based budgeting & performance measurement process established in House Bill 2097, which mandates that state agencies do strategic planning and performance-based budgeting, defined in the legislation as follows:

- **Performance budgeting** - A systematic incorporation of planning, strategic performance and productivity measurement, and program evaluation information into the budgetary process.
- **Strategic planning** - The systematic clarification and documentation of what a state agency wishes to achieve and how to achieve it. The objective of strategic planning is a

set of goals, action steps, and measurements constructed to guide performance.

The new planning and budgeting process that is being implemented in 2005 differs significantly from the processes used in recent years. All agencies will have strategic plans, based on a single model, as well as a single planning, budgeting and measurement taxonomy. This will create a common language and format for planning. Agencies will also have service plans (i.e., operational plans) that are driven by their strategic plans and ***are tied to the budget***. This is a significant change that will enable anyone reviewing the plans to see the funding associated with a service, the objectives for the service and the measures that will be used to assess service performance.

At the workforce system level, Virginia utilizes and leverages its resources through a one-stop center network as the entry point, provides that there is no wrong door for the employer, worker or job seeker. Local workforce boards are required by State Code to annually survey employers for their employment needs and provide that needed training as documented in locally demand-driven workforce plans. Statewide WIA funds are allocated to provide funding for incumbent worker training and layoff aversions.

The publicly funded workforce system has also committed to the following in furtherance of supporting economic development:

- Increase the labor supply for high demand industries, both current and future in cooperation with state and local economic development strategies through workforce development.
- Work effectively with economic development organizations to assist in creating employment opportunities and enhance the image of the region.
- Build a workforce development system that will increase the workplace skills for Virginians, economically benefiting the workforce, employers and the Commonwealth.

The Governor's support for technical employment opportunities as viable and successful options is evidenced in such activities as the Virginia Registered Apprenticeship program, which provides a combination of on-the-job training and related classroom instruction to more than 10,000 [apprentices](#) (employees) throughout the Commonwealth, while also meeting the needs of approximately 2,000 Virginia [sponsors](#) (employers) who use custom-designed programs to train their workforce. Employers provide on-the-job training for their employees in a variety of occupations, ranging from high tech to highly skilled trades. . Led by Governor Warner's initiatives, students in Virginia who have an aptitude and interest for trades and technical areas are informed of career opportunities and education requirements necessary to pursue these interests through the work of the Virginia Career Education Foundation.

To the extent possible, Virginia's workforce partners will also wrap training resources around industry clusters that are currently being identified through a study by the Virginia Community

College System and the Virginia Economic Development Partnership.

C. Given the continuously changing skill needs that business and industry have as a result of innovation and new technology, what is the Governor's vision for ensuring a continuum of education and training opportunities that support a skilled workforce? (§112(a) and (b)(4)(A-C).)

The Governor's vision to support a continuum of education and training is evidenced in his "Education for a Lifetime" initiative, launched in September of 2003. Specific components of the initiative, spanning pre-kindergarten through retirement, include:

Higher Quality Child Care. To help ensure that every child enters school ready to learn, the Initiative will strengthen early childhood education and child care programs in Virginia.

A Renewed Commitment to Accountability. To verify that tax dollars are being spent wisely, the Governor's Initiative will establish a program to conduct efficiency reviews in individual school divisions. And, in order to ensure that standards-based education continues to raise student achievement, the Education for a Lifetime Initiative will further develop the nationally recognized PASS program and expand Project Graduation, which will help seniors in high school meet the more stringent graduation requirements which begin to take effect this school year.

Senior Year Reform. The Education for a Lifetime Initiative will offer rising seniors the opportunity to obtain a semester's worth of college credit by the end of their senior year. Alternatively, seniors will be able to work towards an industry certification starting in their senior year and continuing after high school graduation, culminating in a high school diploma plus an industry certification.

Improved Teacher Recruitment and Retention. The Education for a Lifetime program will establish and fund substantive mentoring programs for new teachers in hard-to-staff schools and train and deploy "Turn-Around Specialists" to work in low-performing schools in Virginia.

Increased Economic Development Through Higher Education. To help achieve greater economic benefits from our system of higher education, the Education for a Lifetime Initiative will provide incentives for colleges to graduate more students (thereby increasing earning power) and to increase the amount of cutting edge research conducted at our state's public universities and colleges.

Improved Workforce Development. The Governor's Initiative will improve service delivery by streamlining existing programs and eliminating overlapping and redundant training programs.

It is also recognized that each workforce partner's connection to lifelong learning is different depending upon the needs of the individual that is being served.

D. What is the Governor's vision for bringing together the key players in workforce development including business and industry, economic development, education, and the public workforce system to continuously identify the workforce challenges facing the State and to develop

innovative strategies and solutions that effectively leverage resources to address those challenges? (§112(b)(10).)

In Virginia, these key players in business and industry, labor, economic development, education, and the public workforce system are brought together at the state level through the Virginia Workforce Council, the business-led state workforce investment board. In addition to a membership that covers all of these categories, this council operates under a 2-year action agenda, developing directional strategies to identify and facilitate the implementation of innovative strategies that address workforce challenges. Its role in this regard is to provide expertise, be a convener of the necessary key-players, and work to identify and resolve issues and remove obstacles. Examples of this successful approach can be found in the Virginia Workforce Council's most recent annual report at:
<http://www.vec.virginia.gov/vecportal/vwc/pdfs/annualreport04.pdf>

While the Virginia Workforce Council serves as the vehicle for bringing together the key players, the State Partner MOU serves as the driver. This document sets forth the terms of agreement for cooperation and consultation with regard to the implementation of the WIA in Virginia and provides a model for local MOU preparation. The purpose of this MOU is to establish cooperative and mutually beneficial relationships among the required WIA state partners and other partners whose participation has been determined to be vital to bringing the Governor's workforce investment goals to fruition. This MOU also sets forth the relative responsibilities of the partners as they relate to the planning and implementation of the comprehensive workforce investment system in Virginia at both the state and local levels.

Virginia's 17 local workforce investment boards in turn are engaged to provide leadership similar to that of the Virginia Workforce Council at the local level. It is this approach of state leadership and local control that allows broad statewide accomplishments and local responsiveness to needs and challenges unique to each geographic area.

E. What is the Governor's vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need, such as out of school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm worker youth, and other youth at risk? (§112 (b)(18)(A.)

This Vision is articulated in the Education for a Lifetime initiative. Simply stated, for all youth, the initiative recognizes that Virginia can implement targeted, innovative reforms to improve our schools. It recognizes that for children to reach their full potential, they must enter school healthy and ready to learn, that Virginia must attract and retain excellent teachers, and do a better job of preparing young adults for either the job market or higher education.

II. Identify the Governor's key workforce investment priorities for the State's public workforce system and how each will lead to actualizing the Governor's vision for workforce and economic development. (§§111(d)(2) and 112 (a).)

The Governor's key workforce investment priorities are articulated in the State Economic Development Plan, automatically providing the linkages with economic development by

recognizing that a well-prepared, skilled, available workforce is among the most critical factors in economic growth. Incentives, developed sites, and marketing will not induce a business to locate or expand if its basic workforce needs cannot be met. In order to meet business workforce needs, Virginia must respond to a range of ongoing changes. Skilled workers will continue to be needed in traditional industry sectors even as emerging sectors create new demands for continuous workforce training. The high level of dropout rates in some regions of the Commonwealth impacts the skill level, and business perceptions, of the workforce. The priorities are as follows:

- Develop an integrated, seamless Virginia workforce services system that provides a single point of entry for employers and workers.
- Improve the performance of Workforce Investment Boards through creation of an operating template, and the preparation and implementation by each Workforce Investment Board of an annual demand-driven workforce plan.
- Align Workforce Investment Act implementation activities with local and regional economic development goals as enabled by increased flexibility in the administration of the Workforce Investment Act.
- Provide funds for incumbent worker training, particularly in industries with high layoff risks.
- Support and encourage vocational and technical education among parents, students, and guidance counselors, upgrading the programs' appeal and profile, and implement necessary adjustments to the Standards of Learning.
- Support the strategic plan of the Virginia Workforce Council.

Each of these allows for the infrastructure to be developed to achieve the building of a workforce system that is responsive to the needs of the employers and workers in Virginia.

III. State Governance Structure (§112(b)(8)(A).)

A. Organization of State agencies in relation to the Governor:

1. Provide an organizational chart that delineates the relationship to the Governor of the agencies involved in the public workforce investment system, including education and economic development and the required and optional One-Stop partner programs managed by each agency.

All partners, including education and economic development, are contained within the Cabinet structure of the Executive Branch. The Secretariats of Commerce and Trade, Education and Health and Human Resources contain all of the required one-stop partner agencies at the state level, along with the economic development agencies, which report to the Secretary of Commerce and Trade. The Secretary of Public Safety has programs

relating to corrections, juvenile justice and correctional education. While not required partners under Federal or State legislation, they are working partners in certain system efforts.



2. In a narrative describe how the agencies involved in the public workforce investment system **interrelate** on workforce and economic development issues and the respective lines of authority.

The main mechanism for interrelation among the agencies is the State-level Memorandum of Understanding. This document, signed by the three Cabinet members with oversight of the required partner agencies, sets forth the parameters in which the partner agencies at the local level will work with each other to provide services through the one stop delivery system. Virginia Code also adds additional programs to the MOU, including workforce development activities under Food Stamp Employment and Training and TANF. (This full document can be found at: <http://www.vec.virginia.gov/vecportal/wia/pdfs/wiamoufinal.pdf>). Features of the MOU are provision of staff at one stop centers, or providing affiliate site locations where co-location is not available, funding commitments where possible, joint planning and

budgeting, and common referral of customers. The MOU also has 9 performance goals to continually improve the quality of each region's workforce through an integrated employment and workforce development system for the benefit of the individuals and employers it serves. Four of these performance goals are directly related to economic development:

Goal #1: Increase the labor supply for high demand industries, both current and future in cooperation with state and local economic development strategies through workforce development.

Goal #5: Work effectively with economic development organizations to assist in creating employment opportunities and enhance the image of the region.

Goal #8: Build a workforce development system that will increase the workplace skills for Virginians, economically benefiting the workforce, employers and the Commonwealth.

Goal #9: Build a workforce development system that gives Virginia a competitive advantage in the recruitment of new businesses.

The Local Workforce Investment Board structure also allows the partners to interrelate and be responsive to localized economic development needs as each of the 17 area's MOU may be different in terms and conditions depending on those local needs.

B. State Workforce Investment Board (§112(b)(1).) 29

1. Describe the organization and structure of the State Board.

The Governor appoints the Chair and Vice Chair of the Council and members serve 4-year terms. The Council has six Committees as follows: Executive; Awareness & Confidence; Integration & Alignment; Key Player Effectiveness; Local Excellence; and Metrics & Incentives. The Executive Committee can act in the Council's absence and is composed of the Governor, the Council Chair & Vice Chair, the Committee Chairs, a Senator & a Delegate, and the 3 Cabinet Secretaries. The Council meets quarterly at different locations around the state. Usually, in June of each year, the Council engages in a strategic planning session. A majority of members constitute a quorum and there can be no substitutes for Council members. The Virginia Employment Commission (VEC) and the Virginia Community College System (VCCS) staff the Council. Staff direction is provided by the Secretary of Commerce & Trade. The Council has a web site at www.vaworkforcecouncil.com. All relevant Council information and Council and Committee meeting times are posted to this site.

2. Identify the organizations represented on the State Board.

The State Board is a 29-member business-led board. The membership includes: the Governor; 3 Cabinet Secretaries of Education, Health & Human Resources and Commerce & Trade (who represent the partner programs and economic development); the Commissioner of the Virginia

Employment Commission and the Chancellor of the Virginia Community College System; 2 labor reps, including the President of the Virginia AFL-CIO; 15 business reps. with optimum policy-making authority representing diverse areas of the state, including the Presidents of the Virginia State Chamber of Commerce and the Virginia Manufacturing Association, 1 rep. of a proprietary employment & training school and 1 rep. of health care employers; 2 CLEOs, which includes a City Mayor and a Chair of a County Board of Supervisors; 1 rep. of a community-base organization delivering workforce services; and 2 members of the Virginia Senate and 2 members of the Virginia House of Delegates. The Special Advisor for to the Governor for Workforce Development is an ex-officio member of the Council.

3. Describe the process your State used to identify your State Board members. How did you select board members, including business representatives, who have optimum policy-making authority and who represent diverse regions of the State as required under WIA?

The Governor, through a public announcement, indicated that he was receiving nominations for membership for the Council, based on the federal statutory requirements. The nominations could be directly communicated to the Governor's website, or to the Secretary of the Commonwealth or the Secretary of Commerce & Trade. . Major state business, labor and local government organizations were also informed of the process. The Council was formally constituted and held its first meeting in August 1999.

4. Describe how the Board's membership enables you to achieve your vision described above.

The high-caliber quality and background of each member, in addition to the broad spectrum of interests that they represent, allows the Council membership to contribute to the achievement of the visions articulated in this plan.

5. Describe how the Board carries out its functions required in sec. 111(d) and 20CFR 661.205. Include function the Board has assumed that are in addition to those required. Identify any functions required in sec. 111(d) the Board does not perform and explain why.

The Council engages in all WIA required functions and deliberations for Council responsibilities begin at the Committee level, where opportunity for public comment is always provided. The Committees carry out the charge of creating a workforce development system in the Commonwealth. On some occasions, the Council has held public hearings to get wide and deep input for issues of considerable magnitude and impact. The Council has endorsed the State MOU, issued by the Secretaries of Education, Health & Human Resources and Commerce & Trade. The State MOU articulates partner responsibility for development and continuous improvement of the state's one stop center system, i.e., the Virginia Workforce Network. All Committee policy recommendations are posted on the Council's web site for public comment for 30 days.

The Council brings in state and national experts to provide information on issues. In addition to VEC and VCCS staff, the Council relies on a cadre of other state agency staff with expertise in

its various responsibilities. Recommended policies adopted by the Council are posted to the Council and WIA web sites.

In addition to required functions, the Council: issues standards for governance of the Virginia Workforce Network; issues criteria for WIB Members; and issued Minimum Standards for the Virginia Workforce Network Centers. The Council has issued local Strategic Planning guidelines, which goes beyond WIA requirements and includes demand planning. The Council itself also engages in annual strategic planning and contracts for studies, when warranted. The Council recently embarked upon a statewide marketing initiative for the Virginia Workforce Network and will soon set standards for all local marketing efforts. The Council has made strides in improving workforce and economic development collaboration and recently approved a 2-year action agenda, in this regard. The Council has also been a major supporter of Virginia's Career Readiness Certificate. Virginia's Career Readiness Certificate certifies core employability skills required across multiple industries and occupations. The Career Readiness Certificate is a portable credential that promotes career development and skill attainment for the individual, and confirms to employers that an individual possesses basic workplace skills in reading, applied math, and locating information – skills that most jobs require. The Council has adopted a specific policy for incumbent worker training and lay-off aversion strategies.

6. How will the State board ensure that the public (including people with disabilities) has access to board meetings and information regarding State board activities, including membership and meeting minutes? (20 CFR 661.205).

The Virginia Workforce Council's web site includes information on the following: Council members; Council meeting minutes; Committee portal for Committee activities and meetings; policies; Youth Programs; Council vision and youth vision, strategic plan; policy statement on performance management to promote continuous improvement; Articles of Organization; State enabling legislation; studies; and the most recent annual report. Meeting notices are also posted in the Commonwealth Calendar, the official state vehicle for all public meetings and inquiries are made regarding disability accommodations for meetings. The Council has also issued a policy outlining public participation requirements for all WIA funded activities (Policy # 00-3).

7. Identify the circumstances, which constitute a conflict of interest of any State or local workforce investment board member, or entity that s/he represents, and any matter that would provide financial benefit to that member or his or her immediate family.

The state conflict of interest laws and guidelines apply to Council members and an annual statement of economic interests is required of all members. Council policy (Policy # 99-2) delineates conflict of interest requirements for local boards. Local Boards develop policies based on state policy. Additionally, Virginia does not allow local boards to operate programs.

8. What resources does the State provide the board to carry out its functions, i.e., staff, funding, etc?

There is a cadre of staff at the VEC and 1 staff at the VCCS that provide support to the Council. Additionally, staff for the Virginia Economic Development Partnership assist with projects related to economic development. The Council's budget is approximately \$1.1 million, which includes targeted amounts budgeted for Committee priorities. All Council funding comes from the WIA 15% statewide funds.

C. Structure/Process for State agencies and State board to collaborate and communicate with each other and with the local workforce investment system (§112(b)(8)(A).)

1. Describe the steps the State will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A), at both the State and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.). How will the State board and agencies eliminate any existing State-level barriers to coordination? (§§111(d)(2) and 112(b)(8)(A).)

The Virginia General Assembly in its 2005 Session enacted Joint Resolution 713, authorizing a study of the need for greater consolidation or coordination of the workforce development and training resources available in the Commonwealth. The study will identify all workforce training and development resources in the Commonwealth of Virginia, including annual funding appropriations, staffing and management responsibilities; develop models for consolidation or other coordination of workforce training resources; identify needed changes to the administrative structure governing workforce development and training policy in the Commonwealth; identify costs of implementing and cost savings associated with greater coordination of resources; and make legislative recommendations for the 2006 Regular Session of the General Assembly. The study is to be completed by November 30, 2005. In the interim, the State-level partner MOU remains the main vehicle to work through barrier issues. The Virginia Workforce Council is set to evaluate the impacts of this MOU in June of 2005 and determine if any modifications to the document are necessary, and the State has issued an RFP for consultant services to conduct a comprehensive statewide training session on implementing the MOU for all partner agencies.

2. Describe the lines of communication established by the Governor to ensure open and effective sharing of information among the State agencies responsible for implementing the vision for the public workforce system and between the State agencies and the State workforce investment board.

3. Describe the lines of communication and mechanisms established by the Governor to ensure timely and effective sharing of information between the State agencies/State Board and local workforce investment areas and local Boards. Include types of regularly issued guidance and how Federal guidance is disseminated to local Boards and One-Stop Career Centers. (§112(b)(1).)

In response to items #2 and 3 above, by having the three Cabinet members whose agencies are responsible implementing the public workforce vision seated on the State

workforce investment board, this remains the most effective line of communication for sharing of information, brokering of issues and venue for discussion on solutions to issues, both at the state-to-state and state-to-local levels. The Virginia Workforce Council's Local Excellence committee works extensively as the broker and main link between the State and local workforce boards and there is an agenda slot on each State board meeting agenda for local board issues. The Virginia Association of Workforce Directors is an organization of LWIB staff members that meets on a regular basis and holds topical discussions with the State entity appropriate for the situation. State policy information is shared with local boards in electronic fashion once it is in draft form, with the opportunity for public comment and input either in writing or through input at State Board and Committee meetings before they are adopted. The State WIA Website is the main mechanism for posting policy information, and group e-mails are also frequently used.

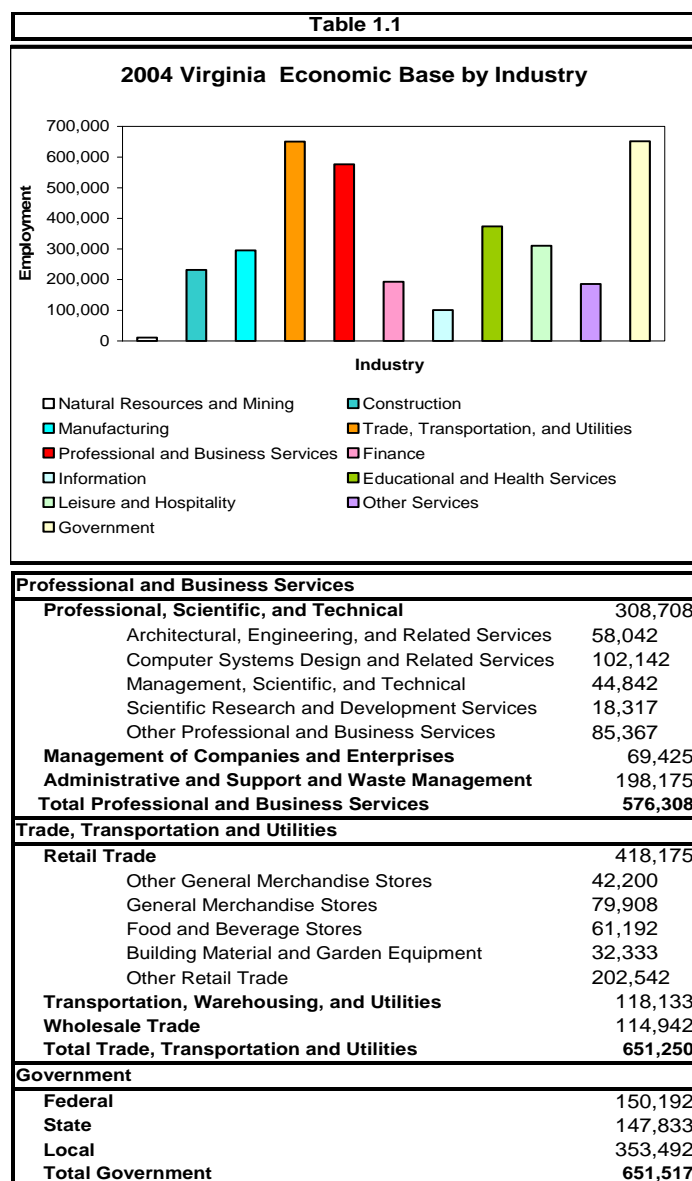
4. Describe any crosscutting organizations or bodies at the State level designed to guide and inform an integrated vision for serving youth in the State within the context of workforce investment, social services, juvenile justice, and education. Describe the membership of such bodies and the functions and responsibilities in establishing priorities and services for youth? How is the State promoting a collaborative cross-agency approach for both policy development and service delivery at the local level for youth? (§112(b)(18)(A).)

Along the lines of the Federal-reform in structuring a youth delivery service system, Virginia has formed a team that crosses the Secretariats of Health and Human Resources, Education and Commerce and Trade. This team has representation from the Virginia Employment Commission, the Job Corps, the Department of Education, the Department of Social Services, the Department of Correctional Education and the Department of Juvenile Justice.

The group's goal is to establish and develop a mechanism and process that will ensure information sharing in a timely manner, cross-staff training, joint informational materials, continuation of building trust and confidence, and providing useful and evidenced-based information to policy makers concerning issues and problems of providing services and training to the *neediest* youth in Virginia. Achievement of this goal is two-fold. First, the group is currently involved in providing information to each other's system and front-line staff in order to increase interaction and establish relationships that will facilitate enhanced service delivery to all youth in need, regardless of their entry point into the system. Secondly, the group is also developing a comprehensive delivery model that will be shared with policy makers and executive leadership in government and business.

IV. Economic and Labor Market Analysis (§112(b)(4).): As a foundation for this strategic plan and to inform the strategic investments and strategies that flow from this plan, provide a

detailed analysis of the State's economy, the labor pool, and the labor market context. Elements of the analysis should include the following:



What is the current makeup of the State's economic base by industry?¹

The composition of Virginia's labor force reflects the structural transition during the past decade; from a good's producing economy to a service based economy. In CY 2004, Virginia's average annual employment level was 3,581,208, in which service-providing jobs accounted for 3,044,100, (85 %); and goods-producing jobs accounted for 540,200, (15 %).²

Just over one-half, 52.5%, of Virginia's average employment is primarily in the government industry with 651,517 jobs, (18.2%); the trade, transportation and utilities industry with 651,250 jobs, (18.2 %); and the professional and business services industry with 576,308 jobs, (16.1 %).

Two other industries that affected average employment in CY 2004 was the education and health services industry with 373,908 jobs, (10.4 %), and the manufacturing industry with 295,842 jobs, (8.3 %).

Table 1.1 reveals the three largest industries, the sectors, and subsectors as major driving forces in Virginia's labor market.

-The local government sectors had a key affect on total government employment, averaging 353,492 jobs, (53.4 %).

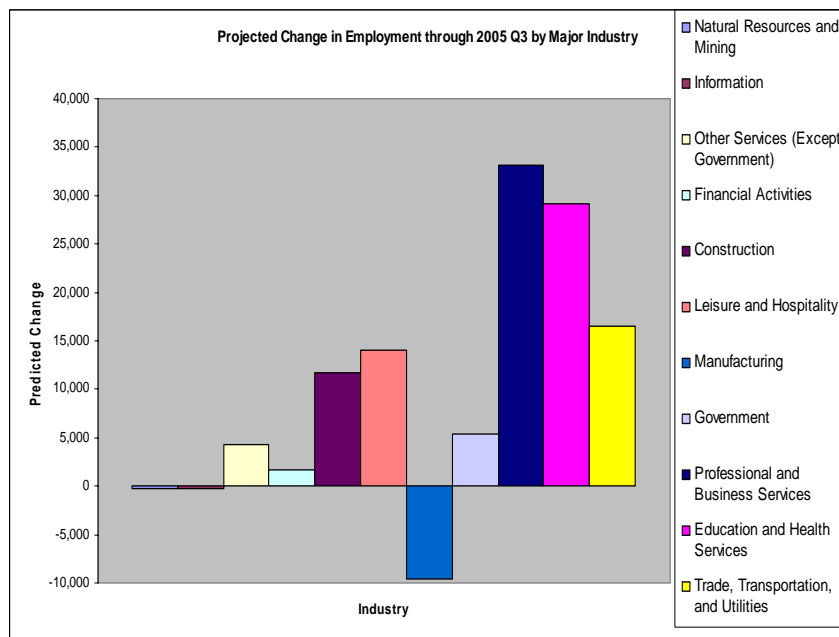
¹Information in the text reflects the data for the annual average of 2004. The most current CES data available is for January 2005. This data is presented in Appendix A

² Figures attained from the Virginia Employment Commission's VELMA database available at <http://velma.virtuallmi.com/default.asp>

-The retail trade section reflects a very robust portion of the trade, transportation, and utilities industry, averaging 418,175, (64.2%). The distributions of subsectors within the retail trade section are approximately equal.

-The professional, scientific, and technical service section had a major impact on the professional and business services industry, averaging 308,708 jobs, (53.6 %), and the computer systems design and related services subsection, within the professional, scientific, and technical service section averaged 102,142 jobs, (17.7 %).

Diagram 2.1

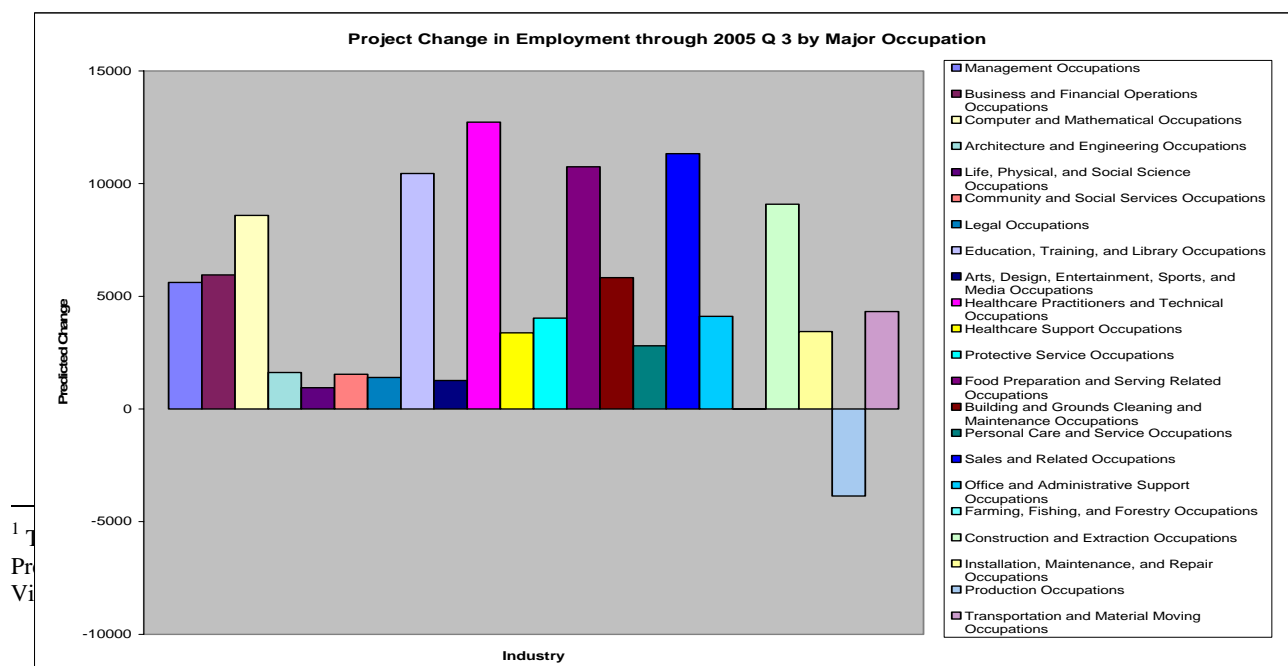


What industries and occupations do analysts project to grow and/or decline in the short term and over the next decade?

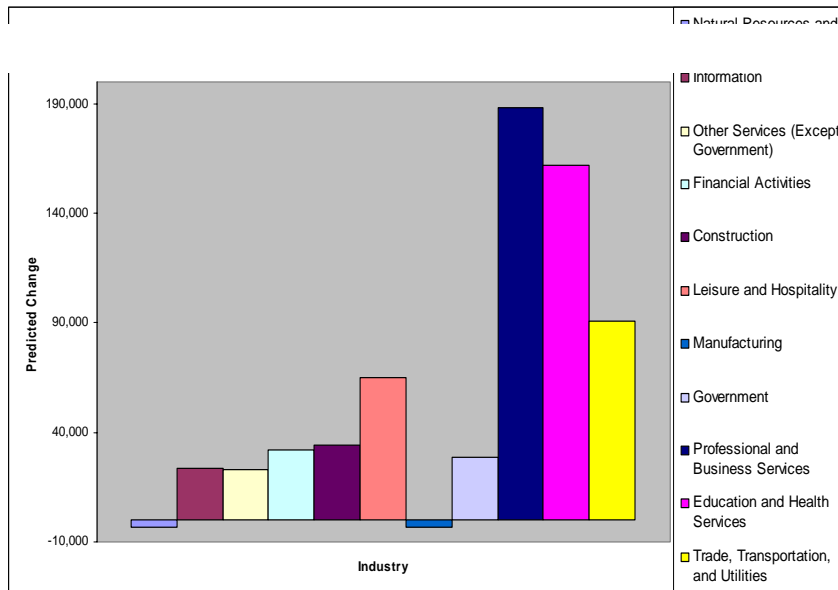
In autumn of 2003, the Economic Information Services Division (EIS) within the Virginia Employment Commission (VEC) initiated a study of the short-term industry and

occupational forecast through CY 2005, third quarter, as well as the long-term forecast through CY 2012.

The long-term forecast estimates are riskier due to random, unforeseen, changes that may occur over the span of the decade. The short-term help to discern structural movements that might otherwise not show up in the long-term projections.¹ As illustrated in diagram 2.1 and 2.2, the



structural changes between employment levels in CY 2005, third quarter, through CY 2012 are minimal for most industries.



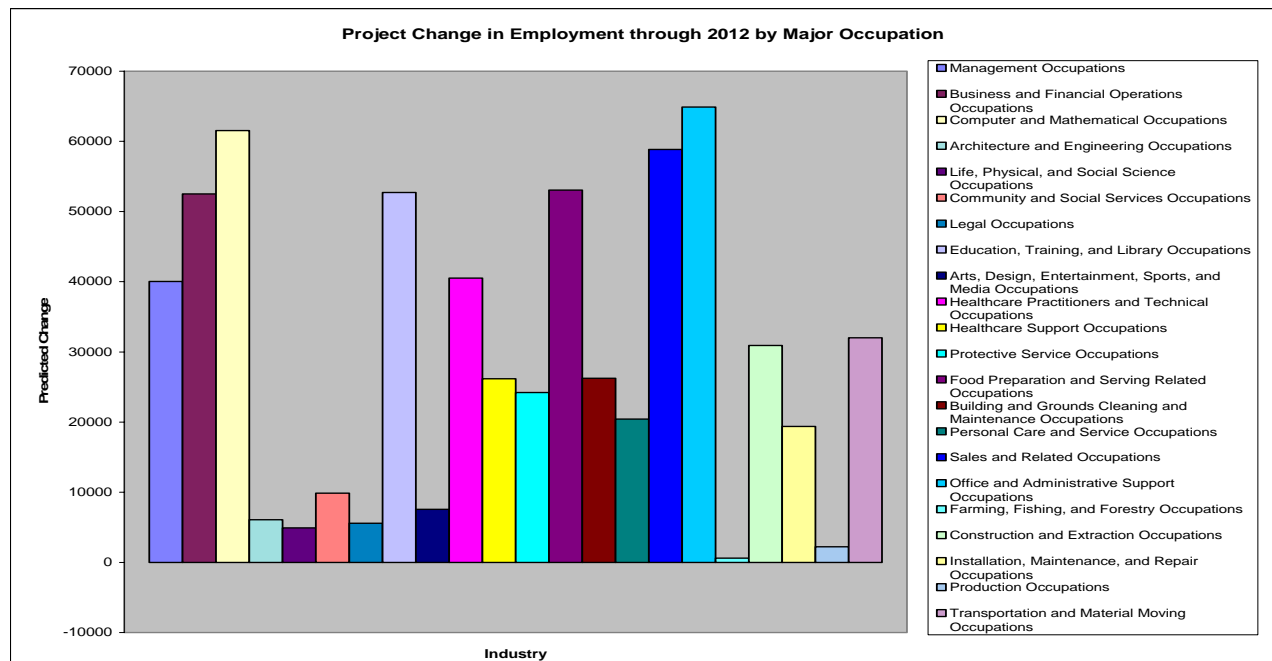
The professional and business services industry, the education and health services industry, and the trade, transportation and utilities industry all expect employment levels to be robust, in both the short and long run.

The manufacturing industry anticipates an employment reduction in both the short and long run. However, the level of declining employment will slow,

as the decade progresses, and the industry will lose far fewer jobs than is forecast for the short-run.

The information industry expects mild declines the short-run, but the forecast predicts strong growth into the long-run forecast period. Diagram 2.3 and 2.4 illustrates the structural changes in

Diagram 2.4



Virginia's broadest occupational industries throughout the forecast period. The ESD does not forecast any major changes. However, the production occupation's long-run growth will offset its short-run losses. In addition, the sales and related occupation will experience a larger growth in the long run, after rebounding from its moderate growth in the short-run.

In what industries and occupations is there a demand for skilled workers, both today and projected over the next decade?

In all industries, in all occupations, in the short-run and long run, the demand for a skilled labor force is strong. Virginia's workforce is highly diverse, providing the economy elasticity and strength, which will ensure stability through challenging times.

The VEC forecast of the growing industries is found at Attachment 1. In the top 50 growing occupations, for instance, one will find lawyers, electricians, computer analysts, truck drivers, and home health aids.²

For each occupation, despite the rareness or resemblance to other professions, workers must attain a set of skills, in order to work within that particular field. For example: a Management Analysis must analyze operational or management reports or records, analyze organizational operating practices or procedures, analyze workflow, conduct training for personnel, and identify problems or improvements, just to name a few. Whereas, a Waiter or Waitress must answer customer or public inquiries, balance a cash register, prepare beverages, recognize customer intoxication, use knowledge of food handling rules, and replenish supplies of food, tableware or linens, just to name a few.³ The data gives an idea about skill sets needed to successfully perform in each occupation, regardless of the educational level required.

In addition, the data reveals a fusion of common skills that connects each occupation. Such skills as, the ability to use computer-based technologies and to communicate effectively are essential for most tasks. The cross-occupational skill set idea is not a recent phenomenon. In fact, it has been developing over the past two decades, and will continue to evolve as the economy shifts further into an informational and service oriented era. Essentially, even occupations in the manufacturing industry, though declining, will demand technological and communication skills from workers, as they are included in the decision-making processes of plants. Moreover, as global competition increases, the ability to work in a high-tech environment and to communicate efficiently and effectively will become imperative to industry survival.

² See Appendix B for the entire list of projected growing and declining industries.

³ A List of occupational skills can be seen at

http://velma.virtuallmi.com/occupation_onet.asp?session=occdetail&geo=5101000000

What jobs/occupations are most critical to the State's economy?

As stated earlier, the professional and business services sector in Virginia is clearly the leader in job growth. In CY 2004, this sector provided over one-third, 33.9 percent, of the employment gains. Forty-percent of this growth was concentrated in Northern Virginia, the state's largest metropolitan area, but the industry also saw expansions in most other urban areas. The professional and business services sector will continue to be the backbone of economic growth in Virginia, adding 23,200 jobs, (4.0 %), in CY 2005; 17,700 jobs, (3.0 %), in CY 2006; and 18,100 jobs, (2.9 %), in CY 2007. Within this group, the professional, scientific, and technical services sector provides software design, engineering, architecture, research and development, management and consulting. A larger proportion of these companies are clustered in Alexandria, Arlington, Fairfax, and around the Capital beltway and provide a sophisticated range of service providing enterprises made up of many innovative, flexible, and ambitious small firms that have made, and will continue to make, an important contribution to the national recovery and growth.

The professional, scientific, and technical services sector benefited largely from federal government contracts, especially from the Department of Defense (DOD), which has affected firms in both Northern Virginia and the Norfolk area. For a list of the occupations that analysts considered critical to Virginia's continuous economical-growth, associated with the professional, scientific, and technical services sector, see Appendix D.

What are the current and projected demographics of the available labor pool (including the incumbent workforce) both now and over the next decade?

The disparities between the male and female employment participation rates have narrowed to a nearly indiscernible gap in Virginia's labor market. A more notable demographic, however, is

the age distributions in the state's labor force. Generally, a normal distribution would fall around the 25-54 age ranges and less employment to the earlier and latter ranges, but as illustrated in Figure 6.1¹, Virginia's 55-64 age range is higher than expected. This difference has resulted from the large *baby-boomer* population, who have only recently began transitioning into the > 55 age ranges.

Moreover, in this decade and next the wave of retiring baby-boomers is expected to grow. In fact, a study conducted by the Census Bureau, supported by VEC, anticipates the retiring population to have a large impact on museums, galleries and gardens, apparel from fabrics, and local suburban transit industries, which employed greater than 20 % of the workforce > 55 years of age in 2002². In CY 2004, the group > 65 lost 9,544 jobs and only experienced a gain of 6,104 jobs.

Figure 6.2, illustrates the composition of Virginia's labor force by ethnicities, which currently is predominantly white.³ Table 6.3, shows the expected growth, through 2025, for the non-white populace in the U.S., and Southern

Region, especially the Hispanics. The growing non-white population will contribute a major impact in changing the dynamics of the labor force availability.³

Figure 6.1

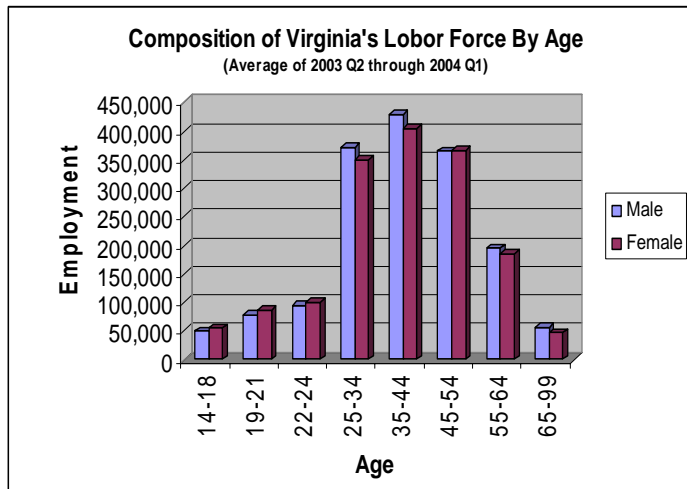
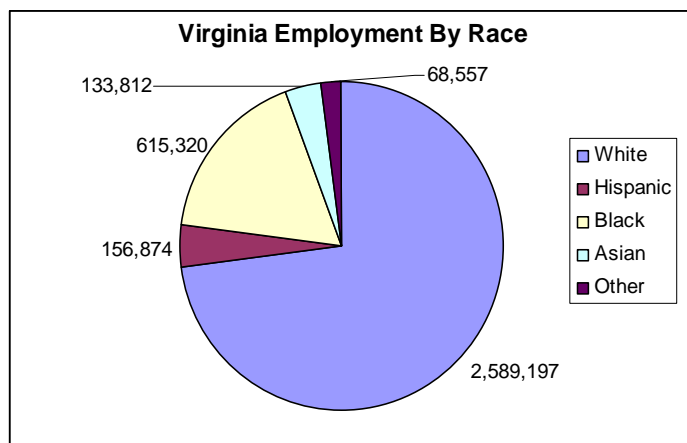


Figure 6.2



¹ Local Employment Dynamics. Available at <http://lehd.dsd.census.gov/led/datatools/qwiapp.html>

² Carroll, Nick, and Cynthia Taeuber. "A Profile of Older Workers in Virginia." U.S. Census Bureau publication- July 2004. Available at <http://lehd.dsd.census.gov/led/library/profiles/led-ow-va.pdf>. This publication contains a wealth of information including statistics associated with industry turnover rates by age and industry earnings by age.

³ Census 2000 EEO Data Tool available at

<http://www.coopercenter.org/demographics/CENSUS%20DATA/Census%202000/SF3EEOfiles/index.php>

³ Campbell, Paul. "Population Projections for States by Age, Sex, Race, and Hispanic Origin: 1995 to 2025." Available at <http://www.census.gov/population/www/projections/ppl47.html>

Virginia data also reveals expected positive net growth in migration through CY 2025. As a result, Virginia expects to gain approximately 66,000 and 100,000 workers from intrastate migration and immigration, respectively.⁴ Although the skills and knowledge obtained by the

retiring baby boomers are not easily replicable, the growing population will offer innovative ideas and resources to assist in filling the labor market demands.

Population Change (in thousands) by Race: 1995 - 2025						
	White	Black	American Indian	Asian	Hispanic	Total
United States	15,594	11,920	812	11,970	31,999	72,295
Southern Region	10,407	7,642	199	1,792	9,518	29,558

Table 6.3

⁴ “Current Population Reports- Population Projections: States, 1995 – 2025.” U.S. Census Bureau. Available at <http://www.census.gov/prod/2/pop/p25/p25-1131.pdf>

Is the State experiencing any “in migration” or “out migration” of workers that affect the labor pool?

Table 7.1							
Outcommuting							
WIA	Maryland	North Carolina	Washington DC	West Virginia	Other Out of State	sum	
1					10,282	10,282	
2		3,981		654	5,757	10,392	
3				140	90	230	
4				67	495	562	
5				1,006	1,878	2,884	
6	715		1,965		158	2,838	
7					25	25	
8		2,054			232	2,286	
9					0	0	
10				118		118	
11	36,207		114,621		0	150,828	
12	11,249		65,555		0	76,804	
13	4,355		6,596		331	11,282	
14					264	264	
15		278			27	305	
16		462			297	759	
17		7,208			59	7,267	
	52,526	13,983	188,855	1,867	19,895	277,126	
Incommuting							
WIA	Maryland	North Carolina	Washington DC	West Virginia	Other Out of State	sum	
1					4,963	4,963	
2		928		2,369	8,038	11,335	
3				1,019	152	1,171	
4				1,286	161	1,447	
5				9,454	905	10,359	
6	269		182		247	698	
7					150	150	
8		986			180	1,166	
9					63	63	
10						0	
11	61,172		14,347		4,560	80,079	
12	46,931		16,204		182	63,317	
13	2,440		170		274	2,884	
14					637	637	
15		1,314			283	1,597	
16		7,579			288	7,867	
17		3,863			21	3,884	
	110,812	14,670	30,903	14,128	21,104	191,617	

Source: U.S. Census Bureau

Virginia’s labor force commuter activity presented in tables 7.1 and 7.2 reflects the 2000 figures provided by the Census Bureau.

The determinants for commuter activities are quite diverse. A willingness to travel to work and the magnitude of traveling time relates to individual’s preferences. The area location and availability of resources or opportunities also influence commuters desire to commute, across the state lines, for employment.

A significant amount Virginia’s workforce commutes, mainly into Maryland, North Carolina, District of Columbia, and West Virginia, illustrated in table 7.1.¹

A comparison of Virginia’s total in-commuter and out-commuter activities reveals a net outflow of 85,509 commuters. The District of Columbia accounts for the majority of out-commuting activities; 157,952 net commuters. Conversely, Virginia receives a large inflow of commuters from Maryland; 58,286 net commuters.

The mass of commuter activity is mostly observed in WIA XI and XII, with a net of 70,749 and 13,487 out-commuters, respectively.²

Commuter activities in WIA I are also relatively high with 5,319 net-commuters. However, the abovementioned locations, MD, NC, DC, and WV, do not include WIA I’s 10,282 out-commuters. In fact,

5,892 of the commuters, from this region, commute into Tennessee.

¹ Empty spaces in Table 7.1 indicates commuter activity for the respective surrounding state is less than 1% of the WIA’s total labor force.

² A map of Virginia’s WIA’s is located in Appendix D.

Based on an analysis of both the projected demand for skills and the available and projected labor pool, what skill-gaps is Virginia experiencing today, and what skill gaps are projected over the next decade?

Productive labor markets allocate workers skills efficiently in order to meet the economy's demands. Estimating the availability of workers skills in a labor market is a challenging task, considering the quantity of diverse occupations. Additionally, individual's core competencies are difficult to recognize from a broader economic scope. In an attempt to generalize the occupational demands, the *Occupational Information Network (O*NET)* identified thirty-five skills, and ranked their relevance with respect to each occupation.¹

*O*NET*'s database was studied in an effort to understand general skill-sets needed in the labor force.² By utilizing recent unemployment claims records, VEC conducted a comparison of the unemployed workforce, with respect to the thirty-five skills identified by *O*NET* and their occupational relevance.

The comparison revealed that the unemployed workforce generally possessed a higher degree of skills related to equipment maintenance, repairing, and installation. Additionally, a lack of abstract skills – related to cognition – was present, relative to the employed workforce. In fact, skills related to science were deficient most, followed by skill shortages in occupations involving a higher degree of instructing, complex problem solving, technology design, judgment and decision making, and active learning.

VEC identified the aforementioned skill-gaps with limited resources. As a result, the staff studied a sample within the colossal of claimant records, which based the comparison on an uncontrolled wider range of outcomes, in an area of uncertainty. However, the *Projections Workgroup* is currently working on a technological tool ("*Skills-Based Employment Projections Module*"), which will aid analyst conduct more detailed occupational skill-gap studies in the future. This tool will prolifically assist analysts in obtaining the parameters they seek, with a higher degree of certainty and accuracy.

It is extremely difficult to evaluate the skills of employees into the future. New entrants into the workforce will be guided by demand; and current workers that will be employed in the next, say, ten years may obtain skills they will need via experience and training. We are hopeful that the new *Skills-Based Employment Projections Module* mentioned above will facilitate a better understanding in this regard.

¹ A wealth of information, including a list of the skills, is available at <http://online.onetcenter.org/>

² The Virginia Employment Commission utilized the O*NET list of skills in the identification of relevant skills gaps.

I. Based on an analysis of the economy and the labor market, what workforce development issues has the State identified?

Labor market information indicates that skills development is a critical issue to be addressed in Virginia. Drop out rates and working age education levels indicate that the system must work on cognitive skills development in order to provide the skilled workforce that is needed. At the same time, common skill sets in technology and computer-based technologies are increasing across occupational sectors. This presents a two-fold issue of raising basic skill levels and then enhancing them with technology applications. Outcommuting exceeds incommuting so maintaining and expanding on the employer base is an issue to be addressed through increased economic and workforce development partnerships. Attention must be given to sectors of the economy projected to grow – including professional and business services, education and health services, and trade, transportation and utilities. This will require the careful balance of resource commitments to traditional and trades related education to prepare our workforce. Immigration levels are projected to increase so that the ethnic composition of the labor force will reflect this. Language and other barriers will need to be addressed.

J. What workforce development issues has the State prioritized as being most critical to its economic health and growth?

Even broader than the confines of the public workforce investment system, the Governor's Council on Virginia's Future, which is charged to establish ways to measure Virginia's current status, prioritize future goals and establish metrics to help measure progress toward meeting those goals as a State government, has ranked it's top two priority objectives:

1. Elevate the levels of educational preparedness and attainment of our citizens.
2. Be a national leader in the preservation and enhancement of our economy.

As the State is reflective of its local areas, the locally identified issues, in order of priority in terms of those most commonly reflected in local strategic plans, are as follows: Economic Development & Business Needs, Employee Earning & Life Improvement, Identify Funding beyond WIA, Marketing, Communication & WIB Usage, Quality Workers, System Improvement & Partnerships, Worker Improvement & Incumbent Worker, Worker Pipeline & Youth, and Workers with Challenges

V. Overarching State Strategies

- A. Identify how the State will use WIA Title I funds to leverage other Federal, State, local, and private resources in order to maximize the effectiveness of such resources and to expand the participation of business, employees, and individuals in the Statewide workforce investment system? (§112(b)(10).)

State strategies to be explored in the leveraging of funds includes, but are not limited to:

- Shared cost activities among multiple programs in an environment where individual funding streams continue to be reduced
- Collaborative grant writing
- Fee for services developed at the one stop level
- Comprehensive marketing efforts being developed at the State level by the Virginia Workforce Council to market the state system, and three local-level marketing pilots to expand local awareness of the state system

B. What strategies are in place to address the national strategic direction discussed in Part I of this guidance, the Governor's priorities, and the workforce development issues identified through the analysis of the State's economy and labor market? (§112(b)(4)(D), 112(a).)

- ✓ Local demand planning and employer surveys address a demand driven workforce system
- ✓ The Legislative study to make recommendations for state level system reform aligns with the direction to eliminate duplicative costs and increased service level funding by: developing models for consolidation or other coordination of workforce training resources; identifying needed changes to the administrative structure governing workforce development and training policy in the Commonwealth; and identifying costs of implementing and cost savings associated with greater coordination of resources
- ✓ Statewide training for all partner agencies on the State level MOU will allow local area program partners to enter into more effective agreements to address enhanced service delivery through the one stop system
- ✓ Collaborative planning among various Federally funded youth partners will result in a State plan to mirror the refocusing of WIA youth investments
- ✓ Various waivers to regulatory requirements sought elsewhere in the Plan will allow a more flexible system to meet diverse needs
- ✓ The Career Readiness Certificate and the Race to the GED provide strategies to certify that individuals possess basic employment skills that are in demand by the employer community

C. Based on the State's economic and labor market analysis, what strategies has the State implemented or plans to implement to identify and target industries and occupations within the State that are high growth, high demand, and vital to the State's economy? (§112(a), 112(b)(4)(A).) The State may want to consider:

For items 1 and 2, through Virginia's participation in a National Governor's Association Academy: One goal was: to provide skilled workers to meet current and projected business and industry needs in the Commonwealth. A strategy to address this goal is to use career pathway models to support and facilitate skills training in high demand industries and occupations. The Maritime and Construction Industries and the Nursing occupation were identified as in high demand. Virginia has established three Task Forces—Maritime, Nursing and Construction—to partner with business and industry and educators to ensure training programs address the skills needed. Virginia has created a 3-tiered Career Readiness Certificate to confirm to employers that an individual possesses basic workplace skills in reading, math and locating information. Work Keys will be used for assessment of readiness for Career Readiness Certificates and the 3 targeted industries will use the Career Readiness Certificate for entry-level jobs by September 2005. The aim is to also align career pathways with these high-demand industries and occupations in K-12 and postsecondary education.

A current industry, occupation, and skills cluster analysis of the Commonwealth will result in a comprehensive profile of (1) existing core industry clusters and their supplier and customer industries and (2) occupations and skills inherent to those industries.

Using the results of the industry, occupation, and skills cluster analysis, the Economic and Workforce Development Blue Print will clearly define strategies for linking economic development and workforce development at the state and regional levels. Five key themes will be addressed:

- (1) Recruitment of new industries;
- (2) Retention and expansion of existing industries;
- (3) Sustainable use of natural resources;
- (4) Infrastructure; and
- (5) Education and training of the workforce.

D. What strategies are in place to promote and develop ongoing and sustained strategic partnerships that include business and industry, economic development, the public workforce system, and education partners (K-12, community colleges, and others) for the purpose of continuously identifying workforce challenges and developing solutions to targeted industries' workforce challenges? (§112(b)(8).)

The Virginia Workforce Council is generally charged with promoting ongoing and sustained strategic partnerships that include business and industry, labor, economic development, the public workforce system, and education partners through State Code provisions that require it to: identify current and emerging statewide workforce needs of the business community, forecast and identify training requirements for the new workforce, and create strategies that will match trained workers with available jobs. Because the Council must annually report to the Governor on its success in these responsibilities, this ensures that the State is continually examining the issues and developing strategies on an on-going basis.

Examples of such recent strategies include the Governor's Career Readiness Certificate, which offers a portable credential that confirms to employers that an individual possesses basic workplace skills. To date, over 5,200 Virginia workers have earned their CRCs. The Certificate ensures employers that the worker has achieved a competency level in several basic skills areas that nearly all jobs require, including reading for information, applied math, and locating information. All Virginians are eligible to earn a Career Readiness Certificate by taking basic skills assessment tests administered in a variety of settings - One-Stop Career Development Centers, community colleges, local departments of Social Services, and other appropriate locations. The CRC has been endorsed by the Virginia Chamber of Commerce and the Virginia Manufacturer's Association, thereby providing the desired involvement of business and industry, economic development, the public workforce system, and certain education partners. The Education Community, the public workforce system and the business sector have also partnered on the Race to GED, which seeks to double the number of GEDs issued in Virginia to address the identified challenge where more than 700,000 working-age Virginians (18-64) do not have a GED or high school diploma. Planned strategies include targeted marketing efforts across the Commonwealth aimed at educating adults about the financial and personal benefits to getting a GED, as well as "Fast Track GED" programs in at least five regions of the state that identify individuals most likely to benefit from a GED and encourage them to participate in an intensive, three-to-four month GED training program.

A strategy currently evolving in the Commonwealth exists in a partnership the Virginia Community College System (VCCS) and Virginia Economic Development Partnership (VEDP), which are conducting an industry, occupation, and skills cluster analysis of the Commonwealth. The results will be used to create an "*Economic and Workforce Development Blue Print for the Commonwealth*" (the title has not been officially adopted and is subject to change). The timeline for completing the project is spring 2005.

The end product will be a comprehensive profile of (1) existing core industry clusters and their supplier and customer industries and (2) occupations and skills inherent to those industries.

Using the results of the industry, occupation, and skills cluster analysis, the Economic and Workforce Development Blue Print will clearly define strategies for linking economic development and workforce development at the state and regional levels. Five key themes will be addressed:

- (1) Recruitment of new industries;
- (2) Retention and expansion of existing industries;
- (3) Sustainable use of natural resources;
- (4) Infrastructure; and
- (5) Education and training of the workforce

E. What State strategies are in place to ensure that sufficient system resources are being spent to support training of individuals in high growth/high demand industries?
(§112(b)(17)(A)(i), and 112(b)(4)(A).)

WIA funds are required to be spent on training in high growth and high demand

occupations through the State's ITA Policy (#00-8, <http://www.vec.virginia.gov/pdf/policy008.pdf>). The State set an additional strategy in place for LWIBs and one stop system through the current Local Strategic Plan requirements based in large part on Environmental scanning. This strategy identifies emerging demographic, economic, and educational trends that are likely to affect the need for, and delivery of, workforce and career development services. The purpose of environmental scanning is to provide a solid, data-driven, foundation for strategic decision-making.

System partner agencies have also agreed that where there is alignment with their specific customer bases, training could be offered around the industry clusters identified in the *"Economic and Workforce Development Blue Print for the Commonwealth"*. This document will provide a comprehensive profile of (1) existing core industry clusters and their supplier and customer industries and (2) occupations and skills inherent to those industries.

Additionally, there will be an possible expansions of career pipelines at a Regional level, based upon specific employer needs in an area where those employers commit to partner with the public workforce system. Strategies could be replicated on examples of successful pipeline projects in Virginia such as the Greater Peninsula Area's model "advanced manufacturing pipeline" by linking employers, community colleges, schools, local government, and Virginia Workforce Centers throughout the Southeast region to develop and refer a workforce skilled to industry specifications. The LWIB-Community College pilot program has placed 1,200 people in manufacturing positions and won designation as a demand-driven employment and training model by the National Association of Workforce Boards in October 2004. This particular model will be expanded through a \$1.9 million DOL grant and a \$2 million match by the private sector. The strategy is to identify specific high growth jobs for the sector and their required skill levels in reading, applied math, and locating information, develop portable curriculum modules based on industry standards, assess job applicants, deliver skill-gap training at one stops and community college locations, and prepare and refer qualified applicants to companies in the manufacturing sector.

F. What workforce strategies does the State have to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small businesses as part of the State's economic strategy? (§§112(b)(4)(A) and 112(b)(17)(A)(i).)

Current strategies at a state-wide level are centered on the Department of Business Assistance, which offers the following services: [Business Launch Pad](#). This online guide provides a step-by-step process of starting, expanding or relocating a business in Virginia, including checklists, helpful tips and licensing procedures, a listing of [Counseling Resources](#) to help find organizations in an area that specialize in providing one-on-one counseling to small businesses, an [Existing Business Services division](#) helps businesses of all sizes in all industries with solutions to their business needs, the [Virginia Small Business Incubator Grant Program](#) which provides matching grants to local and regional organizations for the development and support of small business incubators and the [Business Resource Center](#) which offers a wealth of information on getting started, incentives, financing, workforce training, and other resources available to help small business prosper.

The Department of Business Assistance also administers the Virginia Workforce Council's incumbent worker training program (IWT). Applications for the IWT Program are open to all Virginia businesses that have been in operation for a minimum of one year prior to the application date and require training for existing employees. With the high demand and limited funding available, applicants are encouraged to form training consortiums with other businesses to address training for skill sets that are shared across industry sectors. The program is targeted to companies with 100 or fewer employees who meet at least one other program criteria. Training can be conducted at the business's own facility, at the training provider's facility or at a combination of sites. Businesses must provide a minimum 50/50 matching contribution to the training project. The match may include in-kind services. IWT Program funds are not intended to supplant training normally provided by employers. In FY04, DBA had a program goal of retraining 1,800 workers, and provided assistance to 43 companies and funding of 2,081 jobs, exceeding the goal by 16 percent. (the full description of the program can be found at <http://www.vec.virginia.gov/pdf/policy0204.pdf>).

Virginia strategy at the local level will be grounded in our Tier 2 certification process for one-stop centers, which will require that each comprehensive center have a Business Services Team/Unit in place to Provide/Coordinate Services to Employers and one certified Business and Industry Consultant staff member. It is the hope that Virginia's one stop centers will become the human resource department for small businesses and provide such workforce services as needed.

Other partner and extended system strategies include the work Opportunity Tax Credit Program, the Department of Social Services subsidized employment and TANF/Food stamp employment and training program and the Virginia Community College System entrepreneurial courses offered at local campuses.

G. How are the funds reserved for Statewide activities used to incent the entities that make up the State's workforce system at the State and local levels to achieve the Governor's vision and address the national strategic direction identified in Part I of this guidance? (§112(a).)

A line item in the Statewide WIA fund budget is reserved for Governor's Workforce Initiatives to ensure that WIA funds in part can help to support the Governor's vision while also supporting the required activities for those funds. In addition, the Virginia Workforce Council has access to state funding to support other State initiatives. While maintaining the flexibility that Governor's have under the law with regard to use of Statewide funds, projects and activities that align with State and National directions are more likely to be funded.

With regard to Federal direction, currently, the funding for the Governor's Special Advisor for Workforce Development office supports work towards an integrated, seamless service delivery system and work to reduce/eliminate duplicative administrative costs, pilot grants were awarded to local boards who pursued demand planning efforts before they were required by State law, the City of Richmond was awarded a state grant to develop a pilot model one stop based on support of business growth and economic development and quality service to students and job seekers and the State Council is pursuing common system measures across various programs.

H. Describe the State's strategies to promote collaboration between the public workforce system, education, human services, juvenile justice, and others to better serve youth that are most in need

and have significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment. (§112(b)(18)(A).)

The State has developed an inter-agency group with representation from the Virginia Employment Commission, the Job Corps, the Department of Education, the Department of Social Services, the Department of Correctional Education and the Department of Juvenile Justice which mirrors the Federal-level Youth Strategy being employed by the U.S. Departments of Labor, Education and Health and Human Services.

The group's goal is to establish and develop a mechanism and process that will ensure information sharing in a timely manner, cross-staff training, joint informational materials, continuation of building trust and confidence, and providing useful and evidenced-based information to policy makers concerning issues and problems of providing services and training to the *neediest* youth in Virginia. Achievement of this goal is two-fold. First, the group is currently involved in providing information to each other's system and front-line staff in order to increase interaction and establish relationships that will facilitate enhanced service delivery to all youth in need, regardless of their entry point into the system. Secondly, the group is also developing a comprehensive delivery model that will be shared with policy makers and executive leadership in government and business.

The State is also seeking a waiver that will allow WIA older and out-of-school youth the ability to access training from the State Training Provider list, thereby linking their training opportunities with occupations in demand.

The Virginia Community College System and the Department of Education are also collaborating on certain strategies such as the Career Coach program, where local community college employees are based in local high schools and serve as community college academic and career advisors for high school students. The planned outcomes are to increase high school enrollment in secondary to post secondary pathway programs, increase in number of high school students who graduate from secondary school with community college academic credits, and increase in the number of high school graduates who subsequently enroll in a community college following their high school course of study, where they can access training in demand occupations. Another collaboration between these partner agencies to the benefit of youth is the Bridge Partnership where selected high schools and community colleges work together to enhance the learning path from 10th grade through entry and success in college. As members of the Partnership, high schools and community colleges are dedicated to advancing college preparedness

I. Describe the State's strategies to identify State laws, regulations, policies that impede successful achievement of workforce development goals and strategies to change or modify them. (§112(b)(2).)

These strategies are to be developed by the newly created position of Special Advisor to the Governor for Workforce Development. Independent of any state agency responsible for workforce development programs, this office is required by State Code to report annually to the Governor and to the Virginia Workforce Council on the progress in coordinating workforce resources statewide, including (i) program success rates in relation to performance measures

established by the Virginia Workforce Council, (ii) obstacles to program and resource coordination, and (iii) strategies for facilitating statewide program and resource coordination. This first report is to be done by December 2005.

The General Assembly legislative study mentioned previously will also identify needed changes to the administrative structure governing workforce development and training policy in the Commonwealth and make legislative recommendations for the 2006 Regular Session of the General Assembly

J. Describe how the State will take advantage of the flexibility provisions in WIA for waivers and the option to obtain approval as a workflex State pursuant to § 189(i) and §192.

Waiver Requests

Under the authority granted at Section 189 of the Workforce Investment Act, Virginia seeks the following waivers with this submission of the WIA State Plan for 2005-2007 to assist in further advancing our workforce development system to be more demand-driven, flexible and responsive to the needs of its users. By incorporating these waiver requests into the State Plan, the opportunity for public review and comment was concurrent with the public comment period for the plan. In addition, all 17 local workforce investment boards, through their staffs, were provided the opportunity to review and offer input into the waiver list being submitted by the State. Unless otherwise noted in the chart below, there are no State or local statutory or regulatory barriers to implementation of these waiver requests.

	Statutory/ Administrative Requirements to be waived	Goals of the waiver and expected outcomes	Individuals impacted by the waiver	Process to use in monitoring progress in implementing the waiver
1	<p>TEGL 7-99, <i>Definition of Credential</i></p> <p>Virginia seeks a waiver of the definition for a credential so that the Governor' Career Readiness Certificate (CRC) and the GED may count as a credential for WIA participants who are not enrolled into a training activity. Virginia requests that the CRC portion of this waiver be retroactive to October 19, 2004, when</p>	<p><u>Career Readiness Certificate (CRC)</u>. The CRC is a portable credential that confirms to employers that an individual possesses basic workplace skills. The Certificate ensures employers that the worker has achieved a competency level in several basic skills areas that nearly all jobs require, including reading for information, applied math, and locating information. All Virginians are eligible to earn a Career</p>	<p>Employers who obtain employees with a GED and/or certified as work-ready in certain key categories common across most situations, WIA participants achieving CRC certification or GED status who obtain employment, and Local Workforce</p>	<p>Information Management Systems and Data sharing between partner agencies within the workforce system will allow Virginia to track the progress achieved through these two waiver components. CRC and GED participant identifier files will be cross matched against WIA registrants</p>

	<p>the CRC was launched by Governor Warner. The GED portion, if approved, would be effective July 1, 2005.</p>	<p>Readiness Certificate by taking basic skills assessment tests administered in a variety of settings - One-Stop Career Development Centers, community colleges, local departments of Social Services, and other appropriate locations. The three assessments are based on Workkeys™ and are given by proctors who have been approved by ACT. There is no profiling involved with the CRC, rather it serves to address a great concern in the private sector about the gap that exists between the skills required in today's workplace and those exhibited by potential and incumbent employees. Businesses have trouble finding and hiring people who have basic employable skills and who are therefore trainable for specific jobs. The Virginia Skills Bank is an on-line resource that allows the economic development and employer community to search a data base of CRC recipients by geographic location, skill levels etc. to have instant information on workforce skill sets in an area being considered for site location, expansion or on-site upgrading. http://165.176.249.10/cnp/CRCSkillsBank/index.cfm</p>	<p>Investment Boards who are able to count the CRC/GED as a credential will all benefit from the waiver. State improvement in WIA measures related to credentials will also increase as more individuals will be able to be counted in the factors without the requirement for training services. In addition, by placing more individuals in employment after intensive services, resources will be available to meet the National goal of increasing funds spent on training by ensuring that those who require the training are served. The CRC is also a demand-driven value embraced by the major segments of the employer community and is currently endorsed by the Virginia</p>	<p>within two weeks of the close of each performance quarter so that CRCs attained by WIA participants can be included in the credential measures.</p>
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		<p>To date, over 5,200 Virginians have received the CRC.</p> <p><u>GED</u></p> <p>The Tests of General Educational Development (GED) are developed by the American Council on Education to enable persons who have not graduated from high school to demonstrate the attainment of abilities normally associated with completion of a high school program of study. The Virginia GED program provides an opportunity to recognize the educational development of individuals as a result of their life and/or employment experiences. Part of Governor Warner's Education for a Lifetime Initiative is to double the number of GEDs earned by Virginia workers by the end of 2005. The economic benefits of getting a GED are indisputable:</p> <ul style="list-style-type: none"> • A Virginia worker with a GED or high school degree makes more than double the income of a worker without a GED or degree - \$22,000/year instead of just \$10,000/year. • More than 700,000 working-age Virginians (18-64) do not have a GED or high school diploma. • In 40 out of the 134 	<p>Chamber of Commerce, the Virginia Manufacturers Association and the Virginia AFL-CIO. The National Association of Manufacturers is also considering endorsement of the CRC as there are approximately 30 other states in some stage of adopting the CRC for use.</p>	
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		<p>localities in Virginia, more than 30 percent of adults do not have a GED or diploma. The overall education level of a workforce is a critical factor in attracting new businesses and jobs.</p> <p>Given the above, there is a clear connection between GED attainment and workforce development in the Commonwealth, with the linkage made by the Governor's initiative. This linkage should be recognized in the form of a credential, to reflect the benefit to the entire workforce investment system, the State's economy and the individuals who receive them.</p>		
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	Statutory/ Administrative Requirements to be waived	Goals of the waiver and expected outcomes	Individuals impacted by the waiver	Process to use in monitoring progress in implementing the waiver
2	<p>WIA Section 133(b)(4) and 20 CFR 667.140, <i>Funds Transfer Authority</i></p> <p>Virginia requests a waiver to eliminate the 20 % limitation on transferring local WIA funds between the Adult and Dislocated worker programs so that 100% of the Adult and Dislocated Worker funding is available to meet the workforce needs of the local areas.</p>	<p>This waiver will allow local boards more flexibility in providing services based upon local need and demand. Program needs change quickly at the local level. Each of Virginia's 17 local areas serves diverse groups of job seekers and businesses, from urban, suburban and rural and often remote perspectives. Changes in regional economies can often place increased demands on dislocated worker funds, and likewise, continued reductions in adult program funding can limit some areas in serving those adults most in need. This waiver will "level" the field and by allowing local boards to design innovative programs and be responsive in a demand-driven environment.</p> <p>Virginia would modify state policy FGM#02-04 which currently governs local fund transfer procedures.</p>	<p>Adults and dislocated workers eligible for the program will be positively impacted by the waiver as local boards can move significant amounts of funding for services that respond to the actual needs in the area.</p>	<p>The Virginia Employment Commission as WIA administrative entity will monitor progress against this waiver both from a programmatic and fiscal perspective. Upon submitting a request to the VEC, LWIBs receiving an approved funds transfer will receive a revised Notice of Obligation from the VEC Finance Division. Subsequent monthly financial reports after the revised NOO will allow the transferred funds to be tracked in the new program. A copy of the revised NOO will be provided to the WIA Division for monitoring purposes. This will allow the VEC to annually review the impact of this waiver provision.</p>

	Statutory/ Administrative Requirements to be waived	Goals of the waiver and expected outcomes	Individuals impacted by the waiver	Process to use in monitoring progress in implementing the waiver
3	<p>WIA Section 134(a)(1)(B) and 20 CFR 665.200-220, <i>Use of local funds for certain Statewide Activities for Adults and Dislocated Workers</i></p> <p>Virginia requests a waiver to allow local boards, upon request and approval by the Governor, to designate up to 25% of their local adult and dislocated worker allocation as local activity funds. This waiver would remove the current provision which only allows Statewide funds to be used for incumbent worker training with customers who do not meet WIA eligibility.</p>	<p>The local activity fund designation would allow local boards to implement innovative incumbent worker training programs consistent with how the State is able to conduct such activities under Section 134 of the WIA and 665.200-220 of the Final Regulations.</p> <p>The goal of this waiver is to allow local boards some flexibility if determined necessary to be more responsive to the needs of the employer community while also allowing employed individuals who may not meet WIA income eligibility requirements to upgrade their skills. While the State does currently fund an incumbent worker training program from the statewide funds, such activities remains a popular choice for the employer community, with the current need outpacing the amount of state funding available for such use. In order to allow local boards the ability to be more demand-driven in their services and strengthening their linkages with the economic development and employer linkages, this waiver is being sought. No other statewide activity</p>	<p>The waiver will immediately and most directly benefit employers, incumbent workers and boards in meeting economic development needs. It also aligns with the Governor" economic development goals of retaining and assisting existing employers or new employers that have specialized training needs in order to remain competitive in a global and ever-changing economy. This waiver would encourage boards to partner with more employers and labor and community organizations to promote universal access for more individuals.</p>	<p>In requesting a local fund designation for incumbent worker training, the local board would have to submit a local plan waiver to the State in addition to the request. The plan amendment would identify the exact percentage to be set aside, up to 25%, or at least \$20,000 for low-funded areas as defined by the state. The amendment will need to describe the services and activities to be funded, a target number of employers and/or employees that will benefit from the funds, how the service aligns with the local plan" strategic goals and ensure that the training is for high demand or high growth occupations.</p> <p>These plan amendments will allow the state to annually review and evaluate the impacts of the waiver.</p>

	<p>Waiver #3 (continued)</p>	<p>allowed under Section 134 of the WIA would be granted to local boards other than incumbent worker training. The current 10% administration limit will remain and performance outcomes will still be required to be met, as these will be local funds and not statewide funds.</p> <p>An expected outcome of the waiver is to make the local boards more know and relevant to the employer and economic development community, expose more individuals to the one stop system where they might not otherwise utilize its services and provide local boards with flexibility while maintaining accountability and fiscal integrity.</p> <p>Virginia would amend its Incumbent and Employed Adult policy provisions accordingly if the waiver is granted.</p>		<p>In combination with Waiver #2 above, the funding flexibility afforded to local boards should provide for adjustments to ensure that all populations benefit from WIA and other partner services. Annual review of funding and populations served may result in the State adjusting local activity funding percentages.</p>
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	Statutory/ Administrative Requirements to be waived	Goals of the waiver and expected outcomes	Individuals impacted by the waiver	Process to use in monitoring progress in implementing the waiver
4	<p>WIA Section 117 and 20 CFR 20 Part 661.315, <i>Local Workforce Investment Board Composition</i></p> <p>Virginia seeks a waiver for the required public sector composition requirements for local workforce board membership so that upon request by a local area, the Governor could modify the membership requirements to remove one stop partner agency representatives provided that a private sector majority is maintained.</p>	<p>Nationally and in Virginia, local boards have struggled to find and maintain private sector membership, particularly in rural areas where options and the numbers of those interested may be limited. In addition, with the public sector membership requirements, board sizes are large, unwieldy and can make it difficult for the boards to remain focused and operate effectively. In Virginia, local board sizes range generally from 30-40 members, while the State Council membership has been reduced under Governor Warner's leadership to 29 members. The flexibility at the state level to maintain required membership and keep a private sector majority is afforded through the Cabinet system, where a single Secretary can represent multiple required partner programs. The local boards do not have the advantage of this flexibility; therefore there is no option to reduce board size. In addition, both the House and Senate versions of WIA reauthorization include a provision to remove one stop partner agencies from local boards, indicating that it is a national issue that both Houses of Congress support.</p>	<p>Chief local elected officials who name board, local boards, and the communities served by them will benefit from the flexibility to request State approval for smaller board membership by removing public sector members.</p>	<p>Local elected officials will be required to submit the request and the request must indicate the locally identified needs and benefits from reducing membership, tying the request to a locally prepared strategic plan. The local boards approved for size reduction will be required to establish a working committee of partner agency representatives that advises the board on program matters. In the first year of granting the composition reduction, the State will monitor the boards at quarterly intervals to ensure that operations are meeting regulatory requirements of the WIA.</p>

	Statutory/ Administrative Requirements to be waived	Goals of the waiver and expected outcomes	Individuals impacted by the waiver	Process to use in monitoring progress in implementing the waiver
5	<p>WIA Section 129(c)(5) and 20 CFR Part 664.220, <i>Income Criterion for Eligible Youth</i></p> <p>Virginia seeks a waiver to allow local areas to increase the percentage of youth who do not meet the income criteria but do meet one of the barrier requirements for youth service from 5% of participants, to 10% of participants, or a maximum of 20 youth.</p>	<p>The current “double” eligibility requirement may currently prevent local boards from serving youth with significant barriers that do not necessarily meet the income requirements, This waiver will broaden the net for youth program services to be available to those in need as locally determined.</p>	<p>Youth in need of services that do not meet income eligibility would benefit, and local boards, youth councils and service providers would benefit from being more flexible in the program structure. 90% of the funding will still be available to serve the youth who do meet the income criteria.</p>	<p>Local board requesting this flexibility will be required to submit a local plan amendment outlining the documented need in the local area to expand upon the income criteria exception, and how it will ensure that those youth who meet the income criteria will continue to receive needed services. The State will annually review those areas where the waiver is applied through use of service level information gathered in the Virginia Workforce Network Information System and monitoring reviews conducted by state monitors.</p>

	Statutory/ Administrative Requirements to be waived	Goals of the waiver and expected outcomes	Individuals impacted by the waiver	Process to use in monitoring progress in implementing the waiver
6	WIA Sections 128(c) and 133(c), and 20 CFR Part 667.160, <i>Allow the State the option of recapturing funds from local areas that have not expended at least 80% of their local funds in the first year to be used for statewide use <u>or</u> reallocated to other eligible local areas, wherein currently recaptured funds from the first year may <u>only</u> be reallocated to other local eligible areas.</i>	At the end of the second quarter of program year 2004, 11 of 17 areas in Virginia had not expended any or very little PY2004 funding. With two year funding cycles, there has been a trend for “old” money to be spent in the year following its availability. By having the option to recapture local funds at the end of the first year, the State will be in a better position to have resources available to respond to national directions, priorities and challenges at the State level. and also advance State priorities that will assist local areas and the entire workforce system. The State will also be better positioned to provide increased linkages with economic development initiatives and may be able to provide localized assistance in service provisions where a local area is currently underserved. State WIA Policy 02-02 would require modification if this waiver is approved.	Local areas with a documented need for and ability to spend additional funds for services needed will benefit and Statewide activities to implement actions identified in this plan will also benefit.	Fiscal information and state and local expenditure rate reports will allow the state to monitor the affects of this waiver if approved and also determine how much funding can be expended by the State for uses determined by the Governor to support identified Federal and State initiatives and how much can be reallocated to other local areas who have met the expenditure requirements of WIA.

	Statutory/ Administrative Requirements to be waived	Goals of the waiver and expected outcomes	Individuals impacted by the waiver	Process to use in monitoring progress in implementing the waiver
7	Sec. 181 (e) of the WIA, Waiver of "economic development" prohibition on use of funds	Allow the Governor the flexibility in supporting statewide efforts to promote workforce and economic development collaboration in system building. This effort will result in sustained relationships for collaboration such as regional workforce & economic development teams to develop strategies & tactics of mutual importance; joint innovative strategies for meeting sectoral and incumbent worker skill needs; and regional (across WIBs) strategies targeted to high-growth industries.	Local areas, local & regional economic departments and local governments who evidence an interest and a need to collaborate with WIBs for lay-off aversion, business retention, expansion and attraction	A Committee of the Virginia Workforce Council (VWC) will monitor progress through specific reporting requirements at regular frequencies. The VWC has a long-term view of this effort and will monitor it closely and provide appropriate incentives for locals in this regard

VI. Describe major State policies and requirements that have been established to direct and support the development of a Statewide workforce investment system not described elsewhere in this Plan as outlined below. (§112(b)(2).)

A. What State policies and systems are in place to support common data collection and reporting processes, information management, integrated service delivery, and performance management? (§§111(d)(2) and 112(b)(8)(B).)

The Virginia Workforce Council has recently adopted 8 State system measures recommended by the Integrated Performance Information project funded by USDOL and is beginning the study process on what type information system will be necessary to support these measures and generate reporting. The Virginia Workforce Network Information System (VWNIS) is the State WIA management information system that was designed with the capability of adding other partner programs for common use of a single system. The Virginia Employment Commission and the Department of Social Services are currently working on an agreement that would add DSS workforce-related programs to this information system.

With regard to integrated service delivery, the Virginia Workforce Council adopted the Minimum Standards for One Stop Service Delivery in March of 2004. (The full document can be found at: <http://www.vec.virginia.gov/vecportal/vwc/pdfs/lwibminstandardfinal.pdf>).

In summary, this document sets forth certain principles based on the collaboration of service providers who collectively provide the services identified in this document through local One-Stop Career Centers. Partner services should be provided in an integrated manner to meet individual customer needs. The local One-Stop Career Center(s) should be designed to increase awareness of, and access to, partner program services and to promote the establishment of a service delivery system that is responsive to the needs of our customers. The local service delivery design must reflect the following guiding principles:

Adherence to a locally developed strategic plan that is based on employer, worker and jobseeker needs and encourages a common direction among diverse employment, education, and training programs;

Universality of service access by employers, workers and jobseekers with multiple access points;

Customer choice regarding the method of access and the information and services provided;

Maximum utilization of resources through co-location and shared operating costs, consistent with the *State Level Memorandum of Understanding Under the Workforce Investment Act*;

Ease of customer access: one-stop career center site is based upon local factors that make locations convenient for customer use, with a minimum of one comprehensive One-stop

career center per Local Workforce Investment Area that provides accessibility to all partner programs and offers all of the core services;

Service delivery that is driven by individual employer, worker and jobseeker needs rather than program offerings and eligibility;

Market driven services developed through private sector leadership;

Integration of services across agencies and programs, replacing fragmentation and duplication with coordination and consolidation, consistent with the *State Level Memorandum of Understanding Under the Workforce Investment Act*;

Customer focused staff and services supported by customer satisfaction measures that promote continuous improvement;

Accountability based on established performance measures and results; and

Development and implementation of a unified plan and joint budget for local partner programs, consistent with the *State Level Memorandum of Understanding Under the Workforce Investment Act*.

- B. What State policies are in place that promote efficient use of administrative resources such as requiring more co-location and fewer affiliate sites in local One-Stop systems to eliminate duplicative facility and operational costs or to require a single administrative structure at the local level to support local boards and to be the fiscal agent for WIA funds to avoid duplicative administrative costs that could otherwise be used for service delivery and training? (§§111(d)(2) and 112(b)(8)(A).)

Please see response to item A. above for one-stop system issues. The State has not currently issued policy or guidance that dictates beyond the current local government flexibility afforded by law in establishing local administrative structure.

- C. What State policies are in place to promote universal access and consistency of service Statewide? (§112(b)(2).)

The Virginia Workforce Council sets forth minimum standards for consistency of service that are the “baseline” for serving customers of the local Virginia and Workforce and Career Development System. They are intended to be used as customer service standards that shift service delivery from a program-driven system to a customer-driven system. These standards are only minima and local Workforce Investment Boards/Local Elected Officials (LWIBs/CLEOs) are encouraged to extend beyond these services and standards to better serve employers, workers and job seekers. Each local one-stop career center, known locally as a “Virginia Workforce Center,” must meet the following minimum standards. The Minimum Standards for the One Stop System in Virginia addresses universal access and uniformity of services, summarized as follows:

Services from the state's major workforce development programs are accessible in a manner that is seamless to the customer and consistent with the *State Level Memorandum of Understanding Under the Workforce Investment Act*. A single service delivery system at the local level provides customers access to integrated services.

Employers have access to a pool of qualified workers and related services to support their economic and workforce development activities. Such services include:

- Assistance in finding qualified workers;
- Interview facilities at the Service Centers;
- Information on and referral to business start-up, retention and expansion services;
- Information on and referral to customized training programs; and
- Information on labor markets, workplace accommodations and tax credits for new hires.

Workers and jobseekers can access services that prepare them for job search, job advancement or career changes. These services include:

- Job, career, and skill self-assessment tools and assessment services;
- Career, job, and labor market information;
- Resume writing software and support materials;
- Directories of human service agencies and employers;
- Information on financial aid, occupational training, and workplace accommodations; and
- An expanded scope of services and training available to eligible jobseekers and workers through partner programs.

Universal access is addressed in State Policy #03-02, which summarizes the following:

Universal access means that all individuals shall have equal access to WIA core services and that no individual shall be at a particular disadvantage or shall encounter unnecessary difficulty in gaining access to those services. The provision of universal access to core services must take into account issues such as:

1. Eliminating architectural and programmatic barriers to individuals with disabilities;
2. Facilitating access for individuals with poor computer skills to computer based information and services;
3. Excluding place of residence as an eligibility criteria for receiving services; and
4. Furnishing access to a physical location with minimal transportation barriers and flexible hours of operation.

The full policy can be found at: <http://www.vec.virginia.gov/pdf/policy0302.pdf>.

D. What policies support a demand-driven approach, as described in Part I. "Demand-driven Workforce Investment System", to workforce development – such as training on the economy and labor market data for local Board and One-Stop Career Center staff? (§§ 112(b)(4) and 112(b)(17)(A)(iv).)

The Virginia Employment Commission continually disseminates data to all public and private users. The information includes the most up to date and accurate workforce and demographic information available. New and updated information is made available electronically and in hard copy usually within minutes of its release. A concerted effort is made to present as much of the data as possible for not only the state, but the Metropolitan Statistical Areas, Workforce Investment Areas, and individual counties and cities where possible. Again, electronic dissemination is preferred, but hard copies of the products are always sent to all of the local VEC offices, the Workforce Investment Offices, One-Stop locations, employers and other private users. We also make special announcements on the VEC Website and in a quarterly newsletter. Staff is also available to respond to user requests and technical questions. Further, the Labor Market and Demographic Analysis staff periodically surveys users to assure that the information available is being used and is in a format that is user friendly and training sessions are offered for local workforce board staff.

Economic and labor market data products and services developed by the State are utilized as tools for both the State and local areas to drive system investments, including types of training needed by individuals to compete in local labor markets, the development of targeted high growth strategies as part of economic development, and use by businesses looking to grow and compete both locally and globally.

To address targeting industries that are high growth and high demand, State Code requires the Virginia Workforce Council to identify current and emerging statewide workforce needs of the business community; forecast and identify training requirements for the new workforce; and create strategies that will match trained workers with available jobs. State WIA Policy 00-8 specifies that the use of training vouchers must be linked to occupations that are in demand in the local area or to sectors of the economy that have a high potential for sustained demand or growth in the local area and that If individuals are willing to relocate, they may receive training in occupations in demand in another area.

To mirror these elements of a demand-driven system at the local level, local workforce investment boards prepare an annual workforce demand plan for its workforce investment board area based on a survey of local and regional businesses that reflects the local employers' needs and requirements and the availability of trained workers to meet those needs and requirements; assist in developing statewide employment statistics. To foster strategic partnerships, the Code requires that local boards also coordinate workforce investment activities with economic development strategies and the annual demand plan, and develop linkages among them.

E. What policies are in place to ensure that the resources available through the Federal and/or State apprenticeship programs and the Job Corps are fully integrated with the State's One-Stop delivery system? (§112)(b)(17)(A)(iv)).

Where Job Corps programs are locally present, Virginia WIA Policy 00-4 requires that there is an Memorandum of Understanding which addresses the services to be provided by the partner through the Virginia Workforce System Center. This description must include the services to the three main customers of the Virginia Workforce System, i.e. jobseekers, incumbent workers and employers, how the costs of services and the operating costs of the system will be

funded, including the method for determining proportionate responsibility, and the methods of referral of individuals between Virginia Workforce System Partners.

This same policy provides guidance that local boards may enter into the same agreements with apprenticeship programs to make their services and resources a part of the one stop system.

VII. Describe the actions the State has taken to ensure an integrated One-Stop service delivery system Statewide. (§§112(b)(14) and 121).)

A. What State policies and procedures are in place to ensure the quality of service delivery through One-Stop Centers such as development of minimum guidelines for operating comprehensive One-Stop Centers, competencies for One-Stop Career Center staff or development of a certification process for One-Stop Centers? (§112(b)(14).)

B. What policies or guidance has the State issued to support maximum integration of service delivery through the One-Stop delivery system for both business customers and individual customers? (§112(b)(14).)

For both items A. and B. above, Virginia's Minimum Standards for Service Delivery in One-Stop Career Centers guides a uniform system approach for establishing one stop centers. These standards are the "baseline" for serving customers of the local Virginia and Workforce and Career Development System. They are intended to be used as customer service standards that shift service delivery from a program-driven system to a customer-driven system. These standards are only minimums and local Workforce Investment Boards/Local Elected Officials (LWIBs/CLEOs) are encouraged to extend beyond these services and standards to better serve employers, workers and job seekers. Each local one-stop career center, known locally as a "Virginia Workforce Center," must meet the minimum standards to ensure that there is a common expectation across the Commonwealth for customers that enter a one stop center. Prior to the release of PY2004 local WIA funding, each local workforce area was required to have at least one comprehensive center certified to these minimum standards. (The full document is located at: <http://www.vec.virginia.gov/vecportal/vwc/pdfs/lwibminstandardfinal.pdf>).

The Virginia Workforce Council is currently considering certification standards for Tier 2 certification in 2006.

C. What actions has the State take to promote identifying One-Stop infrastructure costs and developing models or strategies for local use that support integration? (§112(b)(14).)

The State Partner MOU includes attachments that provide local areas with information on cost allocation plans as a means of addressing administrative infrastructure costs. This guidance can be found at: <http://www.vec.virginia.gov/vecportal/wia/vapplans.cfm>. In order to further identify infrastructure costs, models and strategies for integration, the state-issue local business plan guidance in Py2004 suggested that local areas consider the following questions in relation to governance and management:

- a. What are the roles and responsibilities of the partners in the local *Virginia Workforce Network*?
- b. What is the local *Virginia Workforce Network* management structure?
- c. What is the background and expertise of key management and operations staff that influence success or failure of the local *Virginia Workforce Network*?
- d. What is the relationship between local *Virginia Workforce Network* management and staff?
- e. What staff is available at the local *Virginia Workforce Network* center/sites and what are their duties?
- f. Are there any additional structures that still need to be developed or acquired?
- g. What employee development/capacity building strategies are in place, planned or needed?

Further integration guidance suggested in this document includes:

- a. What process is in place for partners to determine and reach consensus on joint goals?
- b. How are partners sharing responsibility for attainment, costs and outcomes for joint goals? Attach the cost-sharing plan developed, consistent with resource leveraging strategy identified in the LWIB's strategic plan and the State Partner MOU.
- c. How are the goals shared with all community *Virginia Workforce Network* staff and partners including the responsibilities related to the goals?
- d. Describe how local *Virginia Workforce Network* staff have been cross-trained in other partner programs and services.
- e. Does the plan contain guidelines for how partners will share any incentive funds that may result from achievement of those goals?
- f. Describe how information management and data collection systems are used by the local *Virginia Workforce Network* partners for purposes of providing customer-focused and seamless delivery of services.

D. How does the State use the funds reserved for Statewide activities pursuant to §129(b)(2)(B) and 134(a)(2)(B)(v) to assist in the establishment and operation of One-Stop delivery systems? (§112(b)(14).)

A portion of Statewide WIA funds have been allocated to the development and maintenance of the Virginia Workforce Network Information system, which is intended to form the nucleus of a shared system for use by one stop partners. Additional funding has been reserved for a pilot

project to develop a model one stop center, with an end product resulting in a business plan that can provide best practices and be replicated around the state. This model will include the following elements: development of comprehensive budget and plan, form a community-led advisory committee, certification of one stop staff as certified workforce professionals, cross-train center staff, adapt facilities to accommodate all partners and customer flow, organize centers by two key processes – employer services and career center services, win agreements for key partners to co-locate in centers, and track outcomes using continuous improvement strategies.

E. How does the State ensure the full spectrum of assets in the One-Stop delivery system support human capital solutions for businesses and individual customers broadly? (§112(b)(14).)

Human capital solutions are connected for business and individuals in Virginia through the one stop center certification process which requires the following:

Employers have access to a pool of qualified workers and related services to support their economic and workforce development activities. Such services include:

- Assistance in finding qualified workers;
- Interview facilities at the Service Centers;
- Information on and referral to business start-up, retention and expansion services;
- Information on and referral to customized training programs; and
- Information on labor markets, workplace accommodations and tax credits for new hires.

And,

Workers and jobseekers can access services that prepare them for job search, job advancement or career changes. These services include:

- Job, career, and skill self-assessment tools and assessment services;
- Career, job, and labor market information;
- Resume writing software and support materials;
- Directories of human service agencies and employers;
- Information on financial aid, occupational training, and workplace accommodations; and
- An expanded scope of services and training available to eligible jobseekers and workers through partner programs.

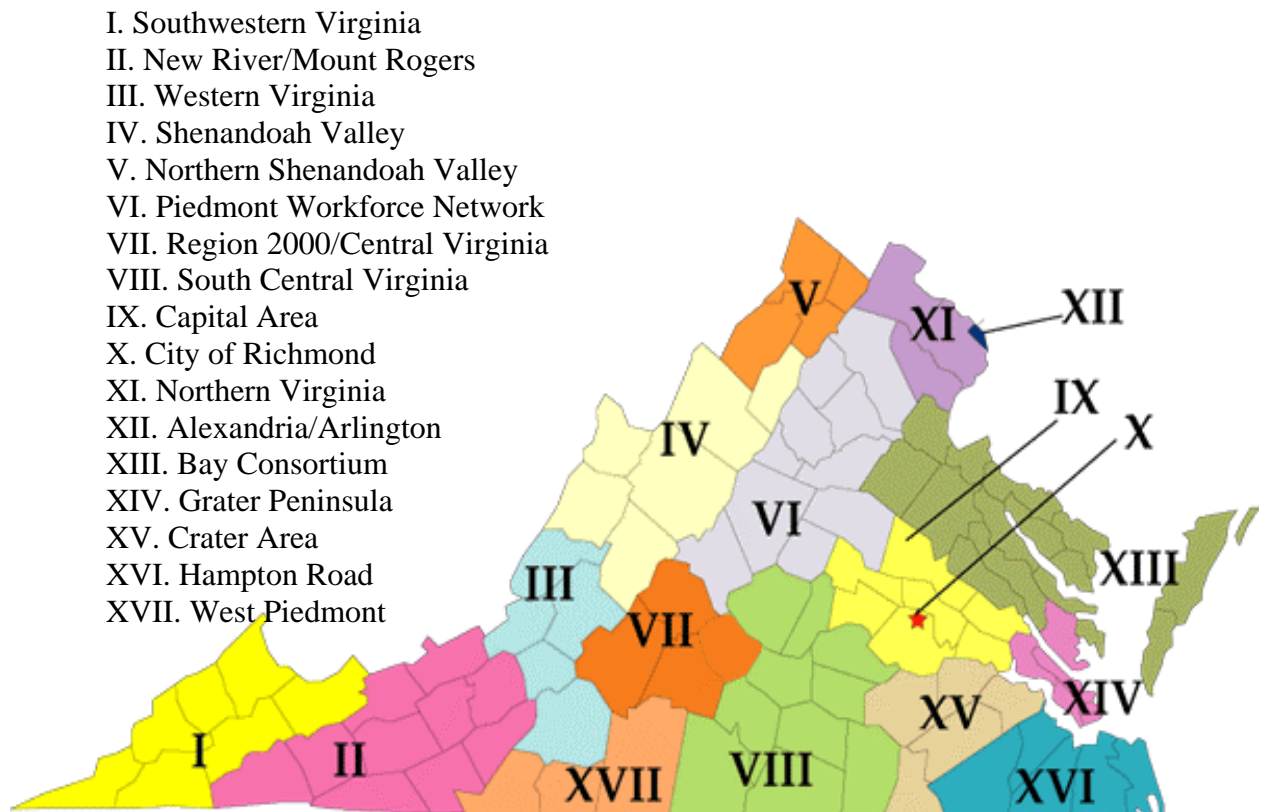
VIII. Administration and Oversight of Local Workforce Investment System

A. Local Area Designations

1. Identify the State's designated local workforce investment areas and the date of the most recent area designation, including whether the State is currently re-designating local areas pursuant to the end of the subsequent designation period for areas designated in the previous State Plan. (§§112(b)(5).)

Virginia has 17 local workforce investment areas designated in 2000, with the exception of Area 7, which was redesignated by Governor Warner in 2004 when Appomattox County requested approval to move from Area 8. No re-designations

are currently being planned by the State. The following maps illustrates the local workforce area configuration:



2. Include a description of the process used to designate such areas. Describe how the State considered the extent to which such local areas are consistent with labor market areas: geographic areas served by local and intermediate education agencies, post-secondary education institutions and area vocational schools; and all other criteria identified in section 116(a)(1) in establishing area boundaries, to assure coordinated planning. Describe the State Board's role, including all recommendations made on local designation requests pursuant to section 116(a)(4). (§§112(b)(5) and 116(a)(1).)

State WIA Policy 99-1 established the process by which local areas were and are designated in Virginia. (http://www.vec.virginia.gov/pdf/p99_1.pdf).

Each unit of local government in the Commonwealth (95 counties and 39 independent cities), through its chief local elected official, was provided three options in applying for local workforce area designation. The applications were required to include a description of how the proposed local area configuration addressed:

- Geographic areas served by local educational agencies and intermediate educational agencies.

- Geographic areas served by post-secondary educational institutions and area vocational education schools.
- The extent to which such local areas are consistent with labor market areas.
- The distance that individuals will need to travel to receive services provided in such local areas.
- The resources of such local areas that are available to effectively administer the activities carried out under Title I of the Workforce Investment Act.

Applications were submitted to the State, and reviewed by the Virginia Workforce Council based upon those factors. The Virginia Workforce Council in turn made its recommendations to the Governor, who approved the final designations.

3. Describe the appeals process used by the State to hear appeals of local area designations referred to in §112 (b)(5) and 116(a)(5).

Virginia WIA Policy 99-1 also set forth the appeals process, which allows for a unit of local government or combination of such units to appeal the denial of a request for automatic or temporary designation, or the denial of a recommendation from the Virginia Workforce Council for an area designation. Appeals must be in writing and filed within thirty (30) calendar days of the date that the denial was mailed by the Council. Appeals shall be heard by the Appeals Committee of the Council not more than thirty (30) days after the appeal was filed. The appellant shall have the right to present testimony and documentary evidence, to offer evidence in rebuttal, to present oral argument and to be represented by counsel. All testimony received by the committee shall be under oath or affirmation. Within fifteen (15) days of the hearing, the committee shall issue its recommended decision, which shall include its findings of fact, recommendations, and the basis therefore. That decision shall be mailed to the appealing party and that party's counsel of record.

The appealing party shall have the right to file exceptions to the committee's recommended decision within fifteen (15) days of the date the decision was mailed. The full Council then reviews the recommendation of the committee and can accept, reject, or modify the committee's recommended decision. The decision must set out in summary fashion the Council's findings and conclusions. The Council may adopt, in whole or in part, the findings of fact, recommendations, and rationale of the Appeals Committee. The decision of the Council shall be final upon issuance. Thereafter, the aggrieved party shall have thirty (30) calendar days to seek further review from the Secretary of the U. S. Department of Labor.

B. Local Workforce Investment Boards -- Identify the criteria the State has established to be used by the chief elected official(s) in the local areas for the appointment of local board members based on the requirements of section 117. (§§112(b)(6), 117(b).)

Virginia WIA Policy 99-2 sets forth the procedures for use by local elected officials in appointing members to the local workforce investment boards.
http://www.vec.virginia.gov/pdf/p99_2.pdf.

The policy covers the following categories, and is in compliance with the requirements in

Section 117 of the WIA: Composition of the Local Board, Local Board Appointment Process, Functions of the Local Board, Creation of the Youth Council, Conflict of Interest and Certification of the Board. The policy also includes sample nomination forms and certification forms for use by local areas. The policy specifies that the appointment process must include proper solicitation of nominations for business, education, labor and one-stop members, consultation with required entities for other mandated members, and public participation elements.

C. How will your State build the capacity of Local Boards to develop and manage high performing local workforce investment system? (§§111(d)(2) and 112(b)(14).)

Virginia approaches high performance of local boards from two perspectives: board membership and board operations. The Virginia Workforce Council issued a Workforce Investment Board Selection Guidance Document in March of 2004.

(<http://www.vec.virginia.gov/vecportal/vwc/pdfs/lwibmemcriteriafinal.pdf>). This guidance is intended to ensure that Virginia's seventeen (17) employer-led, business majority Local Workforce Investment Boards (LWIBs) are key components of the Commonwealth's Workforce and Career Development System and that they have the necessary membership to be high performing boards. In order to meet the workforce development needs of the community, the state advises that LWIBs should operate as catalysts for change in the community, embrace more strategic level planning, be inclusive and make informed decisions based on strategic goals. To achieve this high level performance, LWIB members should be community leaders, visionary, positive change agents, strategic decision makers, team players and well informed

At the operational level, the State has recently developed a Performance Improvement Planning process to build local board capacity for managing to performance. Based on state and local assessments, performance analysis, locally-identified strengths and weaknesses and mutually accepted problems, issues, concerns, etc. that have been identified or expressed, LWIBs will submit one of the strategies described below. The WIA Division will inform the LWIB, in writing, which strategy is to be submitted. The strategies will describe how these elements will be addressed and will include a timeline for each corrective action and indicators of achievement. The strategies must be completed and submitted according to the guidance provided by the WIA Division.

The planning requirements under **Strategy I** must be completed when collective performance assessments made based on data collected at the end of the second quarter of the current program year indicate that the local area has failed to meet its negotiated levels of performance for that time frame.

The planning requirements under **Strategy II** must be completed when performance assessments made based on data collected at the end of the second quarter of the current program year indicate that the local area has met all its performance measures for that time frame. Although performance problems may not be apparent, during the period under review, the State has the obligation to reduce the risk of failed performance in the future. Therefore, even those LWIBs who have apparent performance success will be required to describe strategies by which this success will be improved upon, and/or maintained, continuously.

The implementation of **Strategy III** is the state's least preferred method of enhancing performance. If a LWIB falls below 80% of performance for the same measure for two consecutive years, the Governor may institute a reorganization strategy under which he/she: (1) Requires the appointment and certification of a new Local Board; (2) Prohibits the use of particular service providers or One-Stop partners that have been identified as achieving poor levels of performance; or (3) Requires other appropriate measures designed to improve the performance of the local area (Final Rule § 666.420 (a)). Each determination will be issued on a case-by-case basis.

This approach provides continual and cross-the-board assessment so that even areas achieving their current goals for performance are continually challenged to make further improvement.

D. Local Planning Process -- Describe the State mandated requirements for local workforce areas' strategic planning. What assistance does the State provide to local areas to facilitate this process, (112(b)(2) and 20 CFR 661.350(a)(13).) including:

1. What oversight of the local planning process is provided, including receipt and review of plans and negotiation of performance agreements? and

The State issues planning guidance for use by local areas in the preparation and submission of their plans. In the most recent planning cycle, local planning was divided into three phases.

Phase One: The first phase is an overall Strategic Plan for each LWIB to be developed according to guidelines contained in full document found at <http://www.vwcportal.com>. The Strategic Plan goes above and beyond the traditional LWIB planning that focused on WIA funding and compliance. The Strategic Plan includes environmental scanning, which identifies emerging demographic, economic, and educational trends that are likely to affect the need for, and delivery of, workforce and career development services. The purpose of environmental scanning is to provide a solid, data-driven foundation for strategic decision-making.

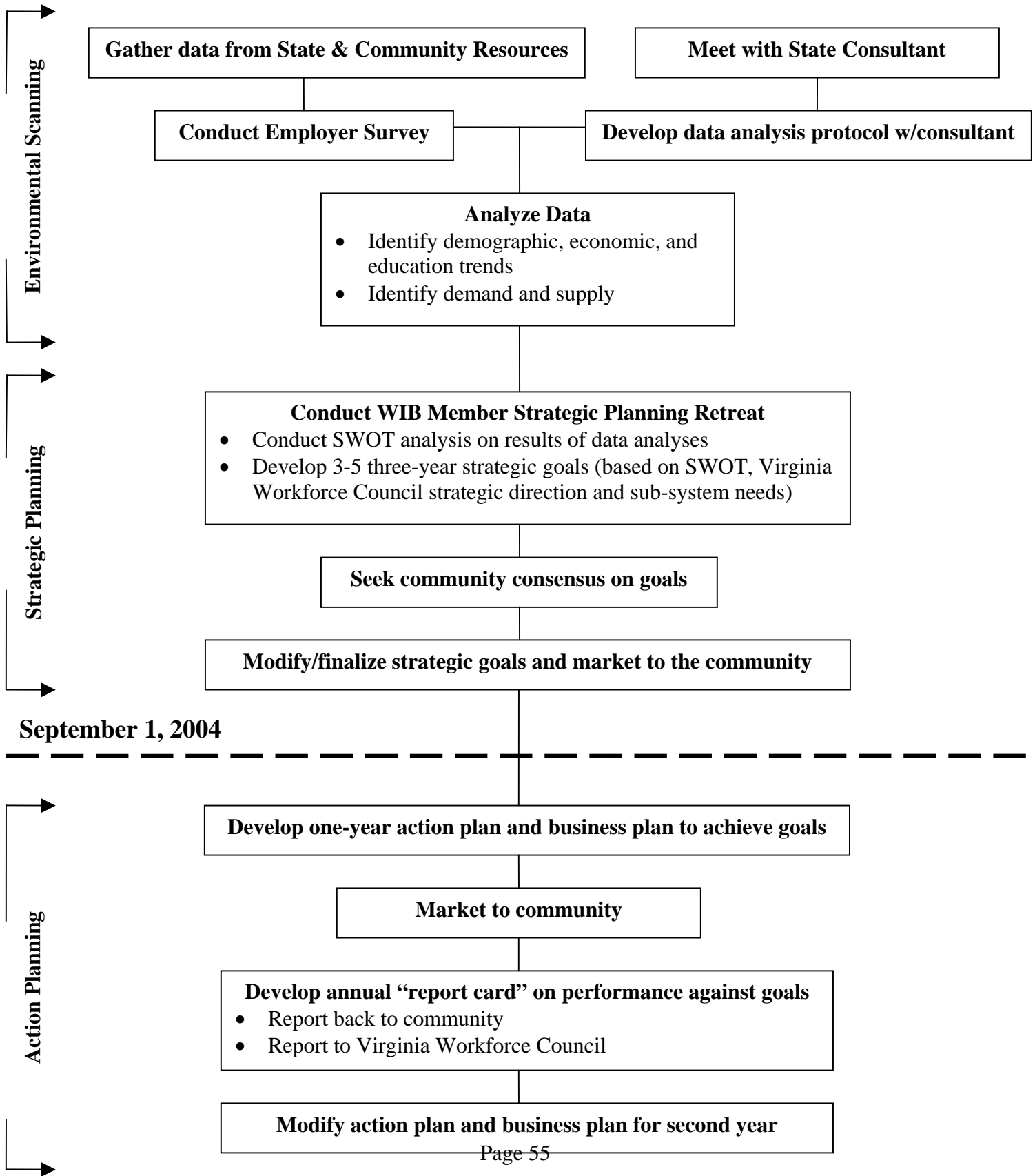
Phase Two: The second phase is an Action Plan to operationalize the LWIB's Strategic Plan. The Action Plan will identify strategic objectives and measurements in order to meet the LWIB's strategic goals. In addition, LWIBs are required to submit to the State 6-month and one year "report cards" on how the LWIB is progressing toward implementing the actions identified in the plan.

Phase Three: The third phase is a Business Plan for the local service delivery system implemented through the One-Stop Career Center(s). This may be a single document or multiple documents depending on the local service delivery structure. The Business Plan also includes the WIA requirements for a local plan as referenced in law.

The Commonwealth also provided, at no cost to the LWIB, the services of a labor market information consultant to assist in the data collection and analysis for the development of the local environmental scan, which is the foundation for the local strategic planning process. The consultant(s) visited each area at least once at the beginning of the planning process, and were available to provide additional assistance throughout the planning cycle. The LWIB were

encouraged to work with a local facilitator to help manage the overall strategic planning process. Each plan was submitted for state staff review, presented to the Local Excellence Committee of the Virginia Workforce Council for their review and action and then approved by the full Council. The state staff review team included representation from the Office of the Special Advisor for Workforce Development, the WIA Division of the Virginia Workforce Council and the Workforce Development Services Division of the Virginia Community College System. The team used assessment tools based upon the guidance that was issued. The state also provided localized technical assistance to local areas after the guidance was issued. The team included members of the review team, as well as contracted economists and staff from the Virginia Economic Development Partnership.

Protocol for Planning



2. How does the local plan approval process ensure that local plans are consistent with State performance goals and State strategic direction?

The Strategic Planning Guidance communicated the State System's Mission, Vision, Values and Goals and asked that the local areas provide:

- (1) The LWIB's overall **strategic direction**. This includes the LWIB's vision, mission, values and goals, and how they align with the Virginia Workforce Council's strategic direction above. Analyses from the environmental scan should be reflected in the LWIB's strategic direction*
- (2) **Three to five measurable strategic goals and strategies to achieve goals**. The goals must address the Worker Improvement sub-system and at least one of the other two sub-systems. For each goal developed, identify the Virginia Workforce Council goal(s) to be addressed*

E. Regional Planning (§§112(b)(2), 116(c).)

1. Describe any intra-State or inter-State regions and their corresponding performance measures.
2. Include a discussion of the purpose of these designations and the activities (such as regional planning, information sharing and/or coordination activities) that will occur to help improve performance. For example, regional planning efforts could result in the sharing of labor market information or in the coordination of transportation and support services across the boundaries of local areas.
3. For inter-State regions (if applicable), describe the roles of the respective Governors and State and local Boards.

Section E. is not applicable.

F. Allocation Formulas (112(b)(12).)

1. If applicable, describe the methods and factors (including weights assigned to each factor) your State will use to distribute funds to local areas for the 30% discretionary formula adult employment and training funds and youth funds pursuant to §§ 128(b)(3)(B) and 133(b)(3)(B).
2. Describe how the allocation methods and factors help ensure that funds are distributed equitably throughout the State and that there will be no significant shifts in funding levels to a local area on a year-to-year basis.

For items 1 and 2, Virginia currently allocates local funds following the Federal formula with no Governor's discretionary formula applied.

3. Describe the State's allocation formula for dislocated worker funds under §133(b)(2)(B).

The Dislocated Workers formula is based on seven factors:

(1) UI Claimants	20%
(2) Excess Unemployed	10%
(3) Initial Claimants	10%
(4) 15 Weeks+ Claimants	15%
(5) Final Payments	20%
(6) Declined Employment and	20%
(7) Agricultural Employment Loss	5%

For PY2005 allocations, the Declined Employment factor is calculated based on the decline in annual (July-June) averages over a five year span which ends in June of 2004. The Agricultural Employment loss factor is calculated based on decline in value of farm/ranch production from 1980 to the current year.

4. Describe how the individuals and entities on the State board were involved in the development of the methods and factors, and how the State consulted with chief elected officials in local areas throughout the State in determining such distribution.

These factors and methods were devised in the public policy forum allowed by the Virginia Workforce Council and its committee structure. Local governments were polled during the development of allocation methods and public meetings were held to provide input and feedback before the full Council adopted the allocation methods that are used.

G. Provider Selection Policies (§§112(b)(17)(A)(iii), 122, 134(d)(2)(F).)

1. Identify the policies and procedures, to be applied by local areas, for determining eligibility of local level training providers, how performance information will be used to determine continuing eligibility and the agency responsible for carrying out these activities.

The policy that outlines the certification process for WIA training providers is 00-7. (<http://www.vec.virginia.gov/pdf/policy007.pdf>). The policy is based on the following: The Workforce Investment Act of 1998 (WIA) mandates "an individual training account system" that allows eligible WIA customers to choose training programs from a statewide list of certified training providers. The local boards and the State will work together to develop and disseminate this list so that customers have the information and the confidence to make informed decisions in choosing a training course anywhere in Virginia. To be certified to receive WIA training vouchers, a training provider must make application to the Local Workforce Investment Board (LWIB) for each program of training that leads to a certificate, degree, license, or skill attainment.

This is a two-stage process. For the first year of inclusion on the State list, the applicant must demonstrate that the training program meets the eligibility criteria listed in Attachment A of the policy. The applicant must also submit required information for a consumer reports system that

will contain all certified training providers that the Virginia Employment Commission will maintain on the State website. The second stage of the application process requires the collection of first year performance, customer satisfaction and outcomes data. To be certified beyond the first year, the applicant must submit this performance information to the LWIB to demonstrate that the applicant can provide effective, relevant, quality training in Virginia. The LWIB will take responsibility for certifying the applicant on an annual basis and passing that information along to the Virginia Employment Commission, which is the designated state agency responsible for developing and maintaining the state list of eligible providers. There is an appeals process available to all applicants that do not succeed in either their initial application or the subsequent application for certification. The appropriate LWIB will review the applicant's request for reconsideration first at the local level, and if the issue is not resolved satisfactorily, the Virginia Employment Commission will review the appeal through its Administrative Law Division.

2. Describe how the State solicited recommendations from local boards and training providers and interested members of the public, including representatives of business and labor organizations, in the development of these policies and procedures.

The State makes policies available for public comment via electronic notification. All local areas and interested parties are made aware of, and encouraged to accept, the opportunity to offer recommendations, etc. during this process.

3. How will the State maintain the State's eligible training provider list?

The Virginia Employment Commission maintains and updates the electronic web-based list through its WIA Division. The 17 local workforce investment boards provide the VEC the necessary information to make such updates as are necessary in implementing the procedures set forth in the State policy referenced above. User can sort through the list by searching in a geographic area, in a course of study or by key word search. The list is located at: <http://www.vaworkforce.com/public/traininglist/trainingsearch.asp>.

4. Describe the procedures the Governor has established for providers of training services to appeal a denial of eligibility by the local board or the designated State agency, a termination of eligibility or other action by the board or agency, or a denial of eligibility by a One-Stop operator. Such procedures must include the opportunity for a hearing and time limits to ensure prompt resolution.

The appeal process to a denial of eligibility, etc. by the Virginia Employment Commission (designated State agency) is described in Attachment B to policy 00-7. (See link referenced above). In summary, The training provider shall have thirty (30) calendar days from the date the denial notification was mailed to file a request for reconsideration to the LWIB. The appeal request must be submitted in writing and signed. At a minimum, the appeal must identify the training program and location(s) denied and must clearly state the reasoning for the appeal. Within thirty (30) calendar days of receipt of the request for reconsideration, the LWIB shall review the request and issue a written decision that either upholds or reverses the original decision. Instances for a reversal may include, but shall not

be limited to, an administrative error or instances where additional information submitted by the training provider changes the basis on which the original decision was issued. If the LWIB reverses the prior decision, the LWIB shall forward the request with a copy of the appeal file to the Virginia Employment Commission (VEC) for inclusion on the statewide list of training providers. The LWIB shall also notify the training provider in writing that they have reversed their original decision and that the list inclusion request has been forwarded to the VEC. If the LWIB fails to act during the 30-day time period described above, the initial decision shall automatically be reversed. If the LWIB affirms its original decision, the provider shall have the option of filing an appeal of the LWIB decision with the VEC Administrative Law Division. The Chief Administrative Law Judge or his designee will issue an independent decision that sets out the relevant facts of the case, and decides the issue or issues appealed. A written decision will be issued to the training provider and other interested parties.

5. Describe the competitive and non-competitive processes that will be used at the State level to award grants and contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (§112(b)(16).)

Within certain limits, the State advertises all available grants and contracts in the Virginia Register. In addition, the State maintains a bidder list that is used whenever an appropriate grant or contract is made available. A state-level procurement policy further enhances open competition in the awarding of grants and contracts (The Virginia Procurement Policy is available at the following Internet address: www.dgs.state.va.us). At a minimum, any competitive procurement will conform with the requirements of the Virginia Procurement Act, which enunciates Virginia public policies pertaining to governmental procurement. In addition, any procurement will be in accordance with all applicable mandatory federal and state laws and regulations and adhere to compliance requirements attendant to the terms of the federal grant.

In 2002, Virginia implemented the Electronic procurement system known as EVA. EVA gives the Commonwealth "one electronic procurement face," enabling all agencies, institutions, localities, and vendors to participate in electronic procurement. All procurement solicitations were required to be posted on the eVA Internet portal starting July 1, 2002, as required by the Code of Virginia §2.2-430J, and the portal serves as the single vendor registration system for all State agencies and institutions. <http://www.eva.state.va.us/index.htm>

For the statewide activities, competition will not be required for grant awards to local areas, as in the instances of incentive grants or technical assistance; therefore, the regulations of the Virginia Public Procurement Act will not apply. Incentive awards will be made based upon a LWIBs achievement of performance levels negotiated between the state and local areas. The LWIBs will be monitored for performance to determine if awards or technical assistance are needed. In the case of technical assistance, state employees would be utilized. Any additional assistance provided to a LWIB will be distributed by the formula outlined in Section 128 (b)(2) or (c) of the Workforce Investment Act.

In cases of competitive procurement for any WIA services, there will be an issuance of a written request for proposal (RFP) indicating in general terms what is being procured. The RFP will specify the factors which will be used in evaluating the proposal and will contain or incorporate by reference other applicable contractual terms and conditions. In all instances, public notice of the request for proposal will be provided in advance of the date set for receipt of proposals, in accordance with the requirements of the Virginia Procurement Act. At a minimum, notice will be given by publication in a newspaper of general circulation.

The following text provides a summary of how competitive processes are followed in Virginia and when competitive procedures are not required:

Summary of Procurement Policies

I. Small Purchases - Goods, Printing and Nonprofessional Services

Thresholds	Procedures
Up to \$5,000	One documented quote required. (Use of the Small Purchase Charge Card is encouraged up to \$5,000.)
Over \$5,000 to \$15,000	Solicit a minimum of three valid sources (by telephone or in writing).
Over \$15,000 to \$30,000	Solicit a minimum of four valid sources (by facsimile with written description furnished by agency/institution or unsealed written IFB/RFP). Advertising in the <i>Virginia Business Opportunities (VBO)</i> is optional up to \$30,000, but encouraged over \$15,000.

II. Competitive Sealed Bidding or Competitive Negotiation (*Code of Virginia* §11-37 and §11-41A)

Threshold	Procedures
Over \$30,000; may be used for lesser amounts.	Solicit a minimum of six valid sources in writing. Use one of the following methods: 1 - Competitive sealed bidding. 2 - Two-step competitive sealed bidding. 3 - Competitive negotiation. A written justification is required for use of #3. Required for purchases over \$30,000 unless an exception (see III. below).

III. Exceptions To Competitive Procurement (*Code of Virginia* §11-41 D&E)

Thresholds	Procedures
Emergency (See Chapter 9)	Take immediate action if required to protect personal safety or property. Other emergencies, seek competition to the extent practicable. Requires written determination signed by the agency/institution head or designee.
Sole Source (Unlimited dollar amounts) (See Chapter 8)	Obtain and document a quote to \$15,000. Over \$15,000, a written quotation must be obtained from the vendor. Requires written justification approved in advance by the agency/institution head. Over \$10,000 requires approval from DGS/DPS. Agencies and institutions may make contract awards after appropriate approval. Purchase using noncompetitive negotiation.
Used Equipment up to \$30,000	Competition not required. See 1.5c & 4.17.

Note: Public posting required for all solicitation and award actions exceeding \$15,000

6. Identify the criteria to be used by local boards in awarding grants for youth activities, including criteria that the Governor and local boards will use to identify effective and ineffective youth activities and providers of such activities. (§112(b)(18)(B).)

Virginia Policy 00-5 sets forth this guidance. <http://www.vec.virginia.gov/pdf/policy005.pdf>
Local procurement of youth services will be conducted as competitive procurement in accordance with local procurement practices. Acceptable local procurement practices cannot be less restrictive than State or federal requirements in the awarding of grants and contracts. In all instances of competitive procurement for local youth services, a written request for proposal (RFP) must be issued. The RFP must indicate what is being procured. The RFP must specify the factors that will be used to evaluate the proposals. It will also contain or incorporate by reference other applicable contractual terms and conditions. In all instances, public notice of the request for proposal must be provided in advance of the date set for receipt of proposals. In no instance will a local procurement process violate the requirements of the Virginia Public Procurement Act.

Through the establishment of the Youth Council, the Chief Local Elected Officials and the Local Workforce Investment Boards (LWIBs) are identifying and enlisting individuals in the community with the most direct knowledge of the area's youth needs, as well as those entities that provide the services. LWIBs should adopt criteria for evaluating youth programs and service providers, who have at a minimum:

- Previous demonstrated success in working with out-of-school youth, including dropouts, with indicators of outcomes that include successful return to and/or completion of education activities, vocational skills training, and entry into unsubsidized employment;

- Previous documented success in providing services to targeted youth groups, including high school dropouts, individuals with disabilities, homeless and runaway youth, youth offenders, and other eligible youth who face serious barriers to employment.

Additional Considerations:

Local Workforce Investment Boards and their Youth Councils, as a part of their youth service provider selection process, in evaluating “*demonstrated success*” of service providers, should consider such criteria as:

- Returning dropouts to education programs and the level of success of high school completion;
- Documented improvements in reading, writing, and/or math skills by basic skills deficient youth;
- Returning youth who were behind grade level to grade level and/or preventing them from dropping out of the education program;
- Provision of education and support services to pregnant and parenting youth to allow for school completion;
- School and work based learning, including school transition activities that successfully address youth disabilities, including learning disabilities;
- Programs and activities that have been successful at finding shelter and other support for homeless and runaway youth, while simultaneously providing education and workforce training activities that facilitate return to school or unsubsidized employment, as appropriate;
- Programs that successfully provided transition activities to youth offenders, including basic education, job specific skills, work prerequisite skills, counseling, and other services necessary to effectively transition from youth institutions to community life and further education or unsubsidized employment.

The LWIB and the Youth Council should identify and recognize local youth programs that have successfully provided comprehensive youth services. Providers will include those that make services available to multiple youth target groups, utilizing front end assessment, individual service strategies, choice of services and integration of academic and jobs skills training. Comprehensive services should include work experience, counseling, and supportive services. Program completion indicators could consider transition into additional training and/or unsubsidized employment, and follow-up services, including education and job retention interventions.

H. One-Stop Policies (§112(D)(14).)

1. Describe how the services provided by each of the required and optional One-Stop partners will be coordinated and made available through the One-Stop system. Include how the State will consolidate Wagner-Peyser Act funds to avoid duplication

of core services. (§112(b)(8)(A).)

According to the provisions outlined in the State MOU, the Secretaries of Commerce and Trade, Education and Health and Human Resources, negotiated an agreement to encourage the elimination of duplication of services by promoting collaboration among partner agencies. Specifically, this document allows local agreements in each local area to be crafted in a fashion so as to achieve:

Promotion of statewide collaboration as articulated by the Department of Labor (WIA), Virginia General Assembly (HB2075) and the Governor (Executive Actions-March 2003);

Service delivery improvement to promote efficiency;

Increased customer satisfaction;

Increased participation at local level;

Improved employer relations at the local level;

Prevention of duplication of services, efforts and financial commitments;

Enhanced awareness of available services; and

Effective resource leveraging which, in turn, frees up funds to be used on additional program services.

For Wagner-Peyser, there is a currently a permanent physical presence at 28 of the 40 comprehensive centers in Virginia. As Virginia re-aligns ES/Wagner Peyser operations and modifies the Unemployment Insurance service delivery systems, it will also seize strategic opportunities for expanding colocation in non-VEC one stops. Virginia recognizes that collaborative efforts at continuous quality improvement must be elevated to ensure continued service integration as well as local level and statewide systems building. Strategies will encompass local level efforts as well as state head coordination. In addition, this chart that follows, taken from the Minimum Standards for One Stops in Virginia as adopted by the Virginia Workforce Council, illustrates how all partners services, including those of Wagner-Peyser, are coordinated through the one stop system. Each area must have at least one certified comprehensive center where the following services are provided on-site:

PROGRAM	SERVICES REQUIRED AT SERVICE CENTERS			
	Provide Information on and Referral to Program	Intake/Registration	Eligibility Determination	Enrollment in Program and Referral to Program Activity
PROGRAM SERVICES DELIVERED AT THE CAREER CENTER (AT A MINIMUM)				
WIA Title I Adult	X	X	X	X
WIA Title I Dislocated Worker	X	X	X	X
Employment Service	X	X	X	X
Veterans Employment Service	X	X	X	X
Vocational Rehabilitation	X	X		
Trade Adjustment Assistance Reform Act (TAA)	X	X	X	X
Unemployment Insurance	X	X	X	X
PROGRAM SERVICES AVAILABLE THROUGH REFERRAL (AT A MINIMUM)				
WIA Title I Youth	X			
Welfare-to-Work	X			
Food Stamps Employment and Training	X			
Senior Community Service Employment Program	X			
Secondary and/or Postsecondary Career and Technical Education	X			
WIA Title II Adult Education and Literacy	X			
WIA Title I funded Migrant Seasonal Farm Workers	X			
WIA Title I Job Corps	X			
WIA Title I Veterans	X			
WIA Title I Native Americans	X			
WIA Title I Youth Opportunity Grants	X			
Community Services Block Grant Employment and Training	X			
Housing and Urban Development Employment and Training	X			
Vocational Rehabilitation			X	X

- Describe how the State helps local areas identify areas needing improvement and how technical assistance will be provided.

The WIA Division has developed a local area profiling survey that will enable the State to identify areas that need improvement. The process allows the state to conduct a desk survey of all available data and publications that provide information on a local area's operations and performance to develop a listing of trouble areas. At the same time, local areas will complete the profiling survey to identify areas where they perceive the problems to be. After mutual review and agreement, technical assistance will be provided via direct service methods from the WIA Division, other partner agency staff, other local workforce investment board staff, national workforce

development professionals, DOL staff, etc. The process is scheduled to be discussed by the Virginia Workforce Council in the summer of 2005. Implementation will begin shortly, thereafter. The Local Excellence Committee of the Virginia Workforce Council is also working to establish a peer-to-peer network as a method for local areas to request assistance and receive it from a peer area either in Virginia, or from elsewhere, depending on the topic and availability of expertise.

3. Identify any additional State mandated One-Stop partners (such as TANF or Food Stamp Employment and Training) and how their programs and services are integrated into the One-Stop Career Centers.

The Food Stamp Employment and Training program (FSET) and the Virginia Initiative for Work, Not Welfare (VIEW) have been included in the Code of Virginia as mandated partners to the workforce development system. The programs participate in the local one-stop centers through the involvement of the local Departments of Social Services.

- I. Oversight/Monitoring Process -- Describe the monitoring and oversight criteria and procedures the State utilizes to move the system toward the State's vision and achieve the goals identified above, such as the use of mystery shoppers, performance agreements. (§112(b)(14).)

The process for providing monitoring and oversight of the local workforce development system is outlined in the Virginia Workforce Training Oversight Assessment Guide. (Located at: <http://www.vec.virginia.gov/vecportal/wia/vaplans.cfm>, under the heading for Virginia Guidance to Local Areas). In summary, the State's plan focuses primarily on the compliance of the LWIAs with laws, regulations and policies as prescribed by both the national and state entities responsible for the implementation of WIA. By documenting the provisions of state level oversight activities, requirements placed upon the next tier become more clearly evident and serve to define the complex environment in which programs are administered at the local level. Through a process of continual refinement and policy clarification, points of contention may be continually reduced. This improvement will enhance the system's ability to perform and define the respective responsibilities of each tier. At the same time, in addition to the legislation, the VEC encourages the refinement of management practices, development of innovative training programs and the implementation of local evaluation systems.

- J. Grievance Procedures. Attach a copy of the State's grievance procedures for participants and other affected parties (including service providers.) (§122(g) and 181(cc).)

The grievance procedures for participants and other affected parties are described in policy 01-01, Processing Grievances and Complaints and can be downloaded at <http://www.vec.virginia.gov/pdf/policy0101.pdf>

K. Describe the following State policies or procedures that have been developed to facilitate effective local workforce investment systems (§§112(b)(17)(A) and 112 (b)(2),):

1. State guidelines for the selection of One-Stop providers by local boards;

Virginia WIA Policy 00-4 (<http://www.vec.virginia.gov/pdf/policy004.pdf>) sets forth the guidelines for selection of one stop providers. The policy states that the Local WIB, with the agreement of the chief local elected official, must designate and certify Virginia Workforce System Operators in each local area. The Virginia Workforce System Operator is designated or certified:

* Through a competitive process or,

* Under an agreement between the Local WIB and a consortium of entities that includes at least three or more of the required Virginia Workforce System mandatory partners.

The WIB shall determine which method is to be used to select the Virginia Workforce System Operator. The WIB shall develop a selection process and criteria, which provides opportunities for interested organizations/consortia to apply and provides opportunity for public participation by all interested parties. Opportunity for public comment and participation in the selection process should be afforded to interested entities in the area. The selection of a Virginia Workforce System Operator must be made in accordance with the Virginia Freedom of Information Act and the Virginia Workforce Council's Public Participation Policy.

2. Procedures to resolve impasse situations at the local level in developing memoranda of understanding (MOUs) to ensure full participation of all required partners in the One-Stop delivery system;

Impasse situations are also addressed in WIA Policy 00-4. (See document link above). In the development of an MOU with mandated and optional partners, there is potential that the WIB and the partners may not be able to reach an agreement. The State WIA Division in the central office of the Virginia Employment Commission (VEC) can be called on to resolve the differences between the WIB and the partners. The State WIA Division can also involve the appropriate partner at the state and/or federal level. The decision of the State WIA Division will be made taking into account the specific activities under dispute as well as any mitigating local situations. The Virginia Workforce Council will make the final decision. Any failure to execute an MOU between a WIB and a mandatory partner must be reported by the WIB to the Virginia Workforce Council, the CLEOs and the State WIA Division. The State WIA Division must report the impasse to the Secretary of the U.S. Department of Labor and to the head of any other federal agency responsible for oversight of the partner's program. Any partner that fails to execute an MOU may not be permitted to serve on the WIB. In addition, any local area in

which a WIB has failed to execute an MOU with all of the mandatory partners is not eligible for State incentive grants awarded on the basis of local coordination of activities.

3. Criteria by which the State will determine if local Boards can run programs in-house;

Virginia Policy 00-1 prohibits local boards from being providers of training services. Waivers from the Governor are required in order for a local Board to serve as one-stop operator. The criteria for the Governor to consider in granting such a waiver are:

- . Satisfactory evidence that the One Stop Operator is currently part of a One Stop system within the local workforce investment area.

- . Satisfactory evidence that the Board's One Stop Operation will be the most efficient approach and other potential One Stop Operators could not provide the services as efficiently (includes the submittal of the One Stop budget).

- . Information demonstrating that the One Stop Operator meets the requirements for core services. If the One Stop Operator will also provide intensive services, information must be provided to demonstrate that the One Stop Operator meets the requirements for intensive services.

- . Satisfactory evidence that the Board can meet its primary responsibilities for strategic planning, program oversight, partner brokering, employer linkages and connecting with economic development, without conflict with its service provisioning duties.

- . Satisfactory evidence, to prevent conflict of interest, of the separation of staff for the Board and the One Stop Operation in the reporting hierarchy.

- . Memorandums of Understanding between at least three One Stop required partners and the WIB indicating their willingness to participate.

- . Plans to include additional One Stop Partners and assurances that a more integrated workforce system will result.

- . Satisfactory evidence that the Board's One Stop Operation is accessible and visible throughout the Local Workforce Investment Area.

- . Makes the Allowance Request available to potential One Stop Operators [Sec. 121(d)(2)(B) of the WIA] and other interested members of the public for a public comment period of not less than thirty (30) workdays. Public comments received must be included with the Allowance Request.

The Virginia Workforce Council will recommend approval or disapproval of One Stop Allowance Requests to the Governor. The Virginia Employment Commission will provide procedures for and process Chief Local Elected Official requests for a Local

Board One Stop Allowance. The continuance of One Stop Allowances for Local Boards will be reviewed biennially, along with the Local Board recertification. To date, no local board has made such a request of the Governor.

4. Performance information that on-the-job training and customized training providers must provide;

Virginia WIA Policy 00-8 establishes that performance information must be provided by OJT and customized training provider. While they are viewed as exceptions to the ITA voucher system, Local Workforce Investment Boards must require performance data for all WIA Title I funded participants participating in any program of contracted training services to be tracked and submitted for the following performance outcomes:

All of the following performance data shall be collected by the appropriate one-stop operators and submitted to the LWIB for consideration in the certification process and to the Virginia Employment Commission for inclusion in the statewide consumer reports system.

- (a) The percentage of adult WIA participants who have completed the applicable training program and enter unsubsidized employment [WIA Sec. 122(d)] generally related to the training and for which there are jobs in the community.
- (b) The percentage of dislocated workers who have completed the applicable program and who are placed in unsubsidized employment related to training.
- (c) The retention rates in unsubsidized employment of participants who have completed the applicable program, 6 months after the first day of the employment [WIA Sec. 122 (d)];
- (d) The wages received by participants who have completed the applicable program, 6 months after the first day of the employment involved [WIA Sec. 122 (d)];
- (e) Where applicable, the rates of licensure or certification, attainment of academic degrees or equivalents, or attainment of other measures of skills, of the WIA graduates of the training services program [WIA Sec. 122 (d)]; and
- (f) The measure of customer satisfaction of all WIA participants who are enrolled in or have completed the applicable training services program.

5. Reallocation policies;

The guidelines for recapturing/reallocating funds are described in policy 02-02, Recaptured Workforce Investment Act Title I Local Formula Funds (<http://www.vec.virginia.gov/pdf/policy0202.pdf>).

This current policy provides that funds allocated to LWIAs under the WIA for any program year are available for expenditure **only** during that program year and the succeeding program year. At the end of the first year of the allocation cycle the Governor may recapture the amount by which the prior year's unobligated balance of allocated funds exceeds 20 percent of that year's allocation for the program, less any amount reserved (up to 10 percent) for the costs of administration. To date, the Governor has not exercised this option to recapture at the end of the first year of local funding. Virginia is currently considering slight modification to the policy wherein funds would be recaptured at the end of the first program year if not 70% expended by a local area. However, at the end of the second year of the allocation cycle, the Governor must recapture all unexpended funds.

Recaptured funds may be used for statewide projects or reallocation to local areas. Recognizing that a skilled workforce drives the knowledge-based economy, governors in leading-edge states have begun to rationalize and modernize state workforce development systems to meet the needs of workers and employers. The WIA is designed to facilitate gubernatorial action, in this regard. The successful transformation of workforce development systems requires the active involvement and strong leadership of the Governor. At the Governor's discretion, recaptured funds will be used for statewide activities including, but not limited to, incumbent worker training, gubernatorial workforce initiatives and workforce development programs targeted by the Governor for economically-depressed regions of Virginia.

6. State policies for approving local requests for authority to transfer funds (not to exceed 20%) between the Adult and Dislocated Worker funding streams at the local level;

The guidelines regarding transferring funds are described in field guidance memorandum 02-04, Local Area WIA Funds Transfer Procedures. (Located at <http://www.vec.virginia.gov/pdf/tfg0204.pdf>)

The current guidelines specify that LWIBs may submit a written request to transfer funds between the adult and dislocated worker programs throughout the program year. However, requests will not be accepted between June 15 and 30 of each year due to closeout processes. LWIBs must submit their written request to transfer funds to the WIA Division Director for administrative review and approval on behalf of the Governor for purposes of the WIA (CFR 667.140 (b)). The WIA Division will verify with the Virginia Employment Commission (VEC) Finance Division that the funds transfer request does not exceed the maximum transfer allowance per program year allocation.

With the submission of this plan, the Commonwealth is requesting a waiver to allow 100% local transfer flexibility between the two funding streams.

7. Policies related to displaced homemakers, nontraditional training for low-income individuals, older workers, low-income individuals, disabled individuals and others with multiple barriers to employment and training;

The guidelines regarding training offered to individuals with multiple barriers to employment are described in field guidance memorandum 03-02, Training Special Populations. (Located at <http://www.vec.virginia.gov/pdf/tfg0302.pdf>)

A LWIB might determine that there is a training services program of demonstrated effectiveness offered in the area by a community-based organization or another private organization to serve special low-income participant populations that face multiple barriers to employment. Those special participant populations might be individuals with substantial cultural or lingual barriers, offenders, homeless individuals, or other locally defined populations. Should a LWIB opt to serve other locally defined populations, their local strategic plan must be modified, accordingly. When serving any of the special participant populations, LWIBs must develop criteria to be used in determining "demonstrated effectiveness", particularly as it applies to the special participant population to be served. That criteria might include the financial stability of the organization, demonstrated program performance and how the program relates to the workforce investment needs identified in the local plan or demand plan.

8. If you did not delegate this responsibility to local boards, provide your State's definition regarding the sixth youth eligibility criterion at section 101(13)(C)(iv) ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment"). (§§ 112(b)(18)(A) and 20 CFR 664.210).)

The Commonwealth will identify an eligible youth that requires additional assistance to complete an educational program, or to secure and hold employment as one who meets at least one of the following target group requirements:

- Deficient in basic literacy skills,
- A school dropout,
- Homeless, a runaway, or a foster child,
- Pregnant or a parent, or
- An offender, **and is either**

- (1) enrolled in an eligible education program, but also requires additional assistance beyond that offered by the service provider in order to complete the activity or program; or
- (2) an eligible youth who is near the point of being ready for a job or employed, but requires additional assistance under Title I to acquire or retain a job. The additional requirements in each instance will be specified by the educational program operator to avoid failure in a program, a prospective employer to avoid failure in obtaining a specific job, or a present employer to prevent an employed youth from losing employment.

IX. Service Delivery -- Describe the approaches the State will use to provide direction and support to local Boards and the One-Stop Career Center delivery system on the strategic priorities to guide investments, structure business engagement, and inform service delivery approaches for all customers. (§§112(b)(17)(A) Activities could include:

A. One-Stop Service Delivery Strategies: (§112(b)(2) and 111(d)(2).)

1. How will the services provided by each of the required and optional One-Stop partners be coordinated and made available through the One-Stop system? (§112(b)(8)(A).)

Illustrated in chart under Section VIII, H.

2. How are youth formula programs funded under §128(b)(2)(A) integrated in the One-Stop system?

State guidance provides that connections between local youth programs and the local One-Stop system should be developed to accommodate older youth and facilitate:

- The coordination and provision of youth activities;
- Linkages between the job market and employers;
- Access for eligible youth to information and services, to include: tutoring, study skills training, and instruction, leading to completion of secondary school, including dropout prevention strategies;
- alternative secondary school services;
- summer employment opportunities that are directly linked to academic and occupational learning;
- paid and unpaid work experiences, including internships and job shadowing;
- occupational skill training;
- leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during nonschool hours;
- supportive services;
- adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;
- follow-up services for not less than 12 months after the completion of participation, as appropriate; and
- comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.

Guidance addresses other activities designed to achieve the purposes of the youth programs in the local areas. One-stop services for non-eligible youth must be funded by programs that are authorized to provide services to these youth. For example, basic labor exchange services under Wagner-Peyser

Act may be provided to any youth.

3. What minimum service delivery requirements does the State mandate in a comprehensive One-Stop Centers or an affiliate site?

Comprehensive Centers must provide the following tiered services:

Core Services For Individuals
Outreach, intake (which may include worker profiling), and orientation Labor exchange Job, career and skill self-assessment tools Initial assessment of skill levels, aptitudes, abilities and supportive service needs Resume writing software and support materials Local human service directory Occupational training information Job search skills information Workplace accommodation information Performance information and program cost information on eligible training providers WIA Title I Adult or Dislocated worker eligibility assistance Information on local performance measures Local, regional and national labor market information, including job vacancy listings Provision of information regarding filing claims for unemployment compensation Performance/cost information on providers of Adult education, postsecondary activities Performance/cost information on providers of vocational rehabilitation program activities Referral to partner programs, inc. determining likelihood of eligibility and financial assistance Program information describing eligibility and application procedures Information on availability of supportive services Financial aid information Assistance in establishing eligibility for Welfare-to-work activities as available in local area Employer directories for job search, I.e. ALMIS, internet-based directories, commercial products Follow-up services

Intensive Services For Individuals
Group counseling Individual counseling and career planning Case management for participants seeking training and career education services Comprehensive and specialized assessment of individualized skill levels and service needs Development of an individual employment plan Literacy activities related to basic workforce readiness Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance and professional conduct

Training and Career Education Services for Individuals

Occupational skills training, including training for nontraditional employment
On-the-job-training
Programs that combine workplace training with related instruction including coop education programs
Training programs operated by the private sector
Skill upgrading and retraining
Entrepreneurial training
Job readiness training
Adult education and literacy activities (combined with other activities as required by WIA)
Customized training conducted with a commitment by an employer to employ an individual upon successful completion of the training

4. What tools and products has the State developed to support service delivery in all One-Stop Centers Statewide?

5. What models/templates/approaches does the State recommend and/or mandate for service delivery in the One-Stop Centers? For example, do all One-Stop Centers have a uniform method of organizing their service delivery to business customers? Is there a common individual assessment process utilized in every One-Stop Center? Are all One-Stop Centers required to have a resource center that is open to anyone?

For items 4 and 5, the State has provided the following:

Uniform business service requirements are required for all certified one stop centers:

Services for Employers

Assistance in finding qualified workers
Labor exchange
Interview facilities at one-stop centers
State and /or federally generated Labor Market Information (LMI)
State and /or federally generated info. on Americans with Disabilities Act (ADA)
Information regarding consultations on workplace accommodations for persons with disabilities
Information on and referral to business start-u, retention and expansion services
Information on and referral to sources for developing customized training programs
Information on and referral to career preparation activities
Rapid response to mass layoffs and plant closings
Information about training incentives such as on-the-job training programs
State and/or federally generated information on tax credits for new hires

Resource Rooms

One-stop career centers must have a self-serve resource area or “resource room” that, at a minimum, offers the following services to our customers:

- Labor Exchange Tools
- Computer Applications Software
- Resume Writing Software
- Career Exploration Software
- Job, Career, and Skill Self-Assessment Tools
- Career, Job, and Labor Market Information
- Career Planning Information
- Job Search Information
- Interviewing Information
- Information on Resumes, Cover Letters, etc.
- Information on Job Retention
- Directories
- Periodicals

Specific requirements include:

- Career exploration computer applications to benefit job seekers;
- Labor exchange as required for core services.

Specific materials are not required for the other types of services listed above, however suggestions on materials to fulfill the requirements are provided in “Attachment A”.

ATTACHMENT A

Examples of Resources that Fulfill the Minimum Requirements for Resource Rooms

Resource Room Service	Specific Examples Offered
Labor Exchange Tools	<ul style="list-style-type: none"> ▪ Restricted Use Telephones for Local Employer Calls with TTY ▪ Access to Facsimile Machine ▪ Access to Photocopy Machine ▪ Access to Printers ▪ Internet Access
Computer Applications Software	<ul style="list-style-type: none"> ▪ Word Processing Software <ul style="list-style-type: none"> - Microsoft Word - Corel WordPerfect ▪ Accessible Software for Persons with Disabilities
Resume Writing Software	TBD
Career Exploration Software	<ul style="list-style-type: none"> ▪ Occupational Information Network (O*NET) ▪ Occupational Outlook Handbook
Job, Career, and Skill Self-Assessment Tools	TBD
Career, Job, and Labor Market Information	TBD
Career Planning Information	TBD
Job Search Information	TBD
Interviewing Information	TBD
Information on Resumes, Cover Letters, etc.	TBD
Information on Job Retention	TBD
Directories	<ul style="list-style-type: none"> ▪ Chamber of Commerce Directories ▪ Local Human Services Directory ▪ Virginia Business Directory ▪ Virginia Manufacturers Directory ▪ Telephone Directories
Periodicals	<ul style="list-style-type: none"> ▪ Local Newspapers ▪ Business Periodicals

Resource Room Service	Specific Examples Offered
General Information	<ul style="list-style-type: none"> ▪ Adult Education Information ▪ Child Day Care Information ▪ Financial Aid Information ▪ High School Equivalency (G.E.D. Testing) Information ▪ Job Training Information ▪ Local Transportation Information ▪ Medicaid Information ▪ Workplace Accommodation Information ▪ Americans With Disabilities Act (ADA) and Job Site Accommodations Information ▪ Information on ADA Consultation ▪ Information on Ergonomic Assessments ▪ Information on Worksite/Job Accommodations ▪ Information on Retention Services for the Troubled Employee ▪ Information on Disability Sensitivity Awareness Training ▪ Information on Return to Work Services ▪ Unemployment Insurance Handbook
Assistive Technology/ and Alternative Formats	<ul style="list-style-type: none"> ▪ Braille Printers With Appropriate Braille Translation Software ▪ Closed Captioned Videotapes ▪ TTY/TDD – Telecommunications Device for the Deaf ▪ textHELP Read and Write ▪ Zoom Text – Screen Magnifier ▪ WiVik – Onscreen Keyboard Used In Conjunction With The Trackball ▪ Large Computer Monitor (19 In.)Trackball, And A Switch (Large button that works like the left click button on a mouse.) ▪ Height Adjustable Work Stations which can be raised or lowered to accommodate wheelchairs.

Local Workforce and Career Development System Marketing and Customer Relations

Effective marketing and customer relations throughout the Virginia Workforce and Career Development System will establish and sustain a broad awareness in the marketplace. The Virginia Workforce Network brand ultimately sets up an expectation of the services provided inside the center for the customer. These efforts are to be a priority for continued success and visibility.

- The Virginia Workforce Network name and logo must be incorporated into the signage of each certified one stop center location. Satellite or affiliated offices should be given the right to use the logo judiciously with thought given to the expectation of the customer
- The Virginia Workforce Network name and logo must be included on various forms, communications and publicity materials, including webpages.
- Local systems must use a common toll-free telephone number in all marketing and public relations materials.
- All centers must incorporate the term “workforce center” or “career center” into their telephone greetings to communicate a common network of state-certified centers that provide a base of similar services throughout the Commonwealth.
- Each office location must have a receptionist/greeter to direct customers appropriately upon customer entry.

- It is expected that all staff in the career centers will also be able to direct/assist customers appropriately as needed.
- To encourage coordination of publicity materials, and to minimize duplication of effort and resources in the 17 regions as well as at the state level, each Workforce and Career Development System Agency will send all publicity materials, as a matter of record and best practice, to a single depository as designated by the VWC.
- Each Workforce and Career Development System Agency will create a basic schedule of publications, television/radio/billboard advertisements, job fairs, etc. indicating any marketing and public relations activities. This plan will be shared with the VWC for inclusion in a statewide marketing grid disseminated to the 17 regions

The State also challenged local areas to consider the following questions in designing local service delivery:

Shared Responsibility for meeting center & system goals & each agency's goals.

- What process is in place for partners to determine and reach consensus on joint goals?
- How are partners sharing responsibility for attainment, costs and outcomes for joint goals? Attach the cost-sharing plan developed, consistent with resource leveraging strategy identified in the LWIB's strategic plan and the State Partner MOU.
- How are the goals shared with all community *Virginia Workforce Network* staff and partners including the responsibilities related to the goals?
- Describe how local *Virginia Workforce Network* staff have been cross-trained in other partner programs and services.
- Does the plan contain guidelines for how partners will share any incentive funds that may result from achievement of those goals?
- Describe how information management and data collection systems are used by the local *Virginia Workforce Network* partners for purposes of providing customer-focused and seamless delivery of services.

Products and Services to be provided by the system and at the center and each *Virginia Workforce Network* Site

- What are the primary products and services of the local *Virginia Workforce Network*?
- Who will provide these products and services?
- Who are the targeted customers of each product and service that will be available through the local *Virginia Workforce Network* (i.e., employers or individuals)?

- What services will be included in the continuum of core, intensive, and training services in the local ***Virginia Workforce Network*** site?
- What services within the continuum of core, intensive, and training services will be delivered by each of the local ***Virginia Workforce Network*** partners and how will they be provided?
- What services will only be accessible through the ***Virginia Workforce Network*** Internet based systems?
- What is the relationship between alternate locations and the local ***Virginia Workforce Network*** center/site for services that are not available at the local site?
- How will information be shared between the partners at each local ***Virginia Workforce Network*** site?
- How will information about the local ***Virginia Workforce Network***'s products and services be communicated to the community it serves, including businesses? Please attach any local VWN marketing plan and materials.
- How has the State Virginia Workforce Network logo and identity been incorporated into the local products and services identified above?
- How will the local ***Virginia Workforce Network*** ensure compliance with Americans with Disabilities Act to ensure accessibility to customers and other pertinent special populations with the Workforce Investment Area?

B. Workforce Information – A fundamental component of a demand-driven workforce investment system is the integration and application of the best available State and local workforce information including, but not limited to, economic data, labor market information, census data, private sources of workforce information produced by trade associations and others, educational data, job vacancy surveys, transactional data from job boards, and information obtained directly from businesses. (§§111(d)(8), 112(b)(1), and 134(d)(2)(E).)

1. Describe how the State will integrate workforce information into its planning and decision making at the State and local level, including State and local Boards, One-Stop operations, and case manager guidance.

The State Council's Metric and Incentives Committee is charged with ensuring that planning decisions are made based upon key data elements. The committee is charged with:

- Definition of key metrics.
- Establishment of data-gathering processes.
- Development and production of reports.
- Determination of available incentives and consequences.
- Analysis of return on investment.

Locally, LWIBs are required to conduct environmental scanning for a solid, data-driven foundation for strategic decision-making.

The local environmental scanning process results in the following:

(1) An analysis of demographic, economic and educational trends, to include:

- a. An assessment of regional demographics (*e.g., projected population growth by age and race/ethnicity, income and poverty levels, educational attainment levels, commuting patterns, labor force participation rates, English language proficiency*) and their potential affect on workforce and career development services (*e.g., projected declines in the number of people 25 to 45 are likely to cause a future tightening of the regional labor market*).
- b. An assessment of regional economic and business conditions (*e.g., size and distribution of businesses within the service region, size and distribution of occupations within the service region, future business outlook – which industries are growing and which are declining, labor demand – which occupations are growing and which are declining, regional hiring patterns, turnover rates, retirement rates, labor supply – which occupations are characterized by shortages or surpluses of workers*) and their potential affect on workforce and career development services (*e.g., projected declines in industry X will likely mean an increase in the number of displaced workers in those occupations associated with industry X*).
- c. An assessment of regional education factors (*e.g., pipeline of qualified workers – what programs are offered in the region and how many graduates do they produce, shortages in the numbers or kinds of graduates relative to projected business needs, gaps in skills sets relative to projected business needs, leakages from the educational system*) and their potential affect on workforce and career development services (*e.g., shortages of X graduates or Y skills will likely cause future bottlenecks in industry Z*).
- d. An assessment of other factors that may affect the demand for, or delivery of, workforce and career development services (*e.g., regional economic development initiatives, regional education initiatives, partnering opportunities, resource issues*) and the nature of the effect (*e.g., local economic development efforts aimed at attracting X category of industry should increase the demand for qualified workers in occupation Y*).

2. Describe the approach the State will use to disseminate accurate and timely workforce information to businesses, job seekers, and employment counselors, in easy to use formats that are readily accessible within One-Stop Career Centers and at remote locations such as libraries, schools, worksites, and at home, and 4. Describe how State workforce information products and tools are coordinated with the national electronic workforce information tools including

America's Career Information Network and Career Voyages.

The Virginia Employment Commission continually disseminates data to all public and private users. The information includes the most up to date and accurate workforce and demographic information available. New and updated information is made available electronically and in hard copy usually within minutes of its release. A concerted effort is made to present as much of the data as possible for not only the state, but the Metropolitan Statistical Areas, Workforce Investment Areas, and individual counties and cities where possible. Again, electronic dissemination is preferred, but hard copies of the products are always sent to all of the local VEC offices, the Workforce Investment Offices, One-Stop locations, employers and other private users. We also make special announcements on the VEC Website and in a quarterly newsletter. The major source of information is the VEC's Virginia's Electronic Labor Market Access (VELMA) which is part of the America's Labor Market Information System (ALMIS). VELMA is set to assist job seekers, employers, and researchers and analysts. Staff is also available to respond to user requests and technical questions. Further, the Labor Market and Demographic Analysis staff periodically surveys users to assure that the information available is being used and is in a format that is user friendly.

The VELMA system is part of the America's Labor Market Information System. It incorporates high quality, standardized local, state and national data components. VELMA contains training, education, financial aid, student loan, career mapping, national College Board, Sallie Mae, and CollegeNet information for job seekers. Persons wanting to make career decisions can get information from O*Net (Dept. of Labor/Employment & Training Administration), supply and demand data (U.S. Department of Education), and names and addresses of employers (InfoUSA). Job seekers can go into the America's Job Bank, America's Talent Bank or private job bank resources to inquire about current job openings and to post their credentials for employers to view. Dislocated workers can use America's Service Locator to find where they can go for assistance in dealing with job loss and finding new employment or training to gain needed skills.

3. Describe how the State's Workforce Information Core Products and Services Plan is aligned with the WIA State Plan to ensure that the investments in core products and services support the State's overall strategic direction for workforce investment.

The State's Workforce Information Core Products and Services Plan is developed with the direct input of the Virginia Workforce Council and its Executive Committee members, who also have responsibility for the State WIA Plan. The VEC Commissioner is a member of both. The Labor Market and Demographic Analysis (LMDA) section meet with representatives several times prior to the final writing of the plan. A set of guidelines and goals are established, from which the plan is developed. Two main portions of the plan are the continuation, updating and further development of the VELMA system and the production and publication of industry and occupational employment projections. The products and services developed are utilized as tools to drive system investments, including types of training needed by individuals to compete in local labor markets, the development of targeted high growth strategies as part of economic development, and use by businesses looking to grow and compete both locally and globally.

C. Adults and Dislocated Workers

1. Core Services. §112(b)(17)(a)(i).

a. Describe state strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in §134(d)(2).

Universal access is provided in Virginia under the direction of WIA Policy #03-03, which states Universal access means that all individuals shall have equal access to WIA core services and that no individual shall be at a particular disadvantage or shall encounter unnecessary difficulty in gaining access to those services. The provision of universal access to core services must take into account issues such as:

1. Eliminating architectural and programmatic barriers to individuals with disabilities;
2. Facilitating access for individuals with poor computer skills to computer based information and services;
3. Excluding place of residence as an eligibility criteria for receiving services; and
4. Furnishing access to a physical location with minimal transportation barriers and flexible hours of operation.

A strategy employed to assist in this policy's implementation is in the certification process for one stops, wherein a team approach between the WIA Division and the Department of Rehabilitative Services make site visits to ensure that universal access issues are addressed in concert with the certification of the one stop center.

b. Describe how the state will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act includes: (1) self-service, (2) facilitated self-help service, and (3) staff-assisted service, and is accessible and available to all customers at the local level.

The state ensures this delivery through the VEC, which will continue to contribute Wagner-Peyser funds to provide a statewide capacity for a three-tiered labor exchange service. Self-services are available to jobseekers at any VEC local office or one stop center. Jobseekers may also register via mail, and if filing for unemployment insurance may utilize either the Internet or telephone contact center. All VEC offices and one-stop centers also have resource rooms available for self-help/service by the customer. These resource rooms offer a wide variety of self-help materials/information etc including pc's, resume assistance, self-assessments, labor market information, job hunting tips, job listings etc.

Facilitated self-help services are also available at any VEC local office or one-stop center for customers who may need assistance with the self-help services or additional advice/direction etc in their job search. The VEC also offers various workshops to groups on how to use the self-help resources and all offices have staff available to answer questions that will help these customers use the resources more effectively and efficiently.

Staff-assisted services are also available at any VEC local office or one-stop center for customers who need assistance more intensive than the self-help arena. Staff assisted interviews can be arranged with employers, individual job development efforts rendered, resume assistance and preparation and a myriad of other services are also available. Staff-assisted services are normally tailored to the customer's individual need and/or situation.

Employers are also offered a tiered level of service provision. They may list job openings themselves, have jobseekers contact them directly etc, or may request facilitated and staff assisted services such as job matching, screening, referral management, follow-up, labor market information services etc.

All of the above-described services are open, accessible and available for ALL customers regardless of any socio-economic elements, geographic boundaries, employed/unemployed or any other factors

c. Describe how the state will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers as well as resources provided by required One-Stop partner programs, to deliver core services.

Under the Virginia Workforce Council Minimum Standards for One Stop Centers, Wagner-Peyser services are required to be physically located on site in any certified comprehensive one stop center. This document also specifies what are partner services are to be physically located, and what others are to provide information at the center with referral to direct services available.

2. Intensive Services. (§112(b)(17)(a)(i).) Describe State strategies and policies to ensure adults and dislocated workers who meet the criteria in §134(d)(3)(A) receive intensive services as defined.

Virginia Policy requires in order to receive WIA intensive services, an adult must be enrolled/registered into WIA. Registration means the process for collecting information to determine eligibility and qualification for intensive and training services under Title I [20 CFR 663.105]. It is the point at which information that is used in performance measurement under Title I begins to be collected. WIA registration should not be confused with registration for Wagner-Peyser or any other partner program. Enrollment/ registration into WIA is only required to receive WIA intensive and training services. WIA registration is not required for customers of a one-stop center that receive intensive services that are not funded by WIA title I [TEGL 7-99].

Virginia Policy advises that an eligible adult or an eligible dislocated worker may receive intensive services if he/ she:

1) Is unemployed and is unable to obtain employment through core services; and has been determined by a one-stop operator to be in need of more intensive services beyond core services in order to obtain employment;

Federal law stipulates that adults or dislocated workers must receive a minimum of one core service in order to be eligible for intensive services. The law does not stipulate which core services must be provided, however, the case management file must document an initial assessment determining the individual's skill levels, aptitudes, and supportive services needs [20 CFR, 663.160] and documentation of a job search and/ or placement assistance provided. There is no minimum time period for participation in core services before receiving intensive services. LWIBs may further define this regulation according to local preference.

or

2) Is employed, but who is determined by a one-stop operator to be in need of intensive services in order to obtain or retain employment that allows for self-sufficiency. LWIBs should determine their own definition of what it means to be self-sufficient in their locality as long as it meets the minimum criteria of paying the lower living standard income level. Recognizing that there are different local conditions that should be considered in this determination, the regulation provides maximum flexibility. Such factors as family size and local economic conditions may be included in the criteria. It may often occur that dislocated workers require a wage higher than the lower living standard income level to maintain self-sufficiency. Therefore, self-sufficiency may be defined in relation to a percentage of the layoff wage for dislocated workers [20 CFR 663.230].

3) If funds are limited, federal statutory priority of service guidelines must be considered in the case of adults, but do not apply to dislocated workers.

3. Training Services. (§112(b)(17)(A)(i).)

- a. Describe the Governor's vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources, And item b. ii. Describe innovative training strategies used by the State to fill skills gaps. Include in the discussion the State's effort to broaden the scope and reach of ITAs through partnerships with business, education, economic development, and industry associations and how business and industry involvement is used to drive this strategy

The overall vision is to create a Commonwealth of Opportunity for all. A well-prepared, skilled, available workforce is among the most critical factors in economic growth. Incentives, developed sites, and marketing will not induce a business to locate or expand if its basic workforce needs cannot be met. In order to meet business workforce needs, Virginia must respond to a range of ongoing changes. Skilled workers will continue to be needed in traditional industry sectors even as emerging sectors create new demands for continuous workforce training.

Some examples of strategies to affect this vision are:

- The waiver submitted in this plan to allow local WIA formula funds to be used for local boards to provide incumbent worker training will expand the reach of WIA funding and allow LWIBs to be more flexible to economic development needs,
- The waiver submitted in this plan to allow older youth to use ITAs will provide more flexibility for local programs to serve those individuals 18-21 through youth funds, reduce administrative burdens of co-enrollment and retain more adult funding to serve other individuals,
- The Advantage Virginia Foundation was created and funded through State funds to The Advantage Virginia Incentive Program Foundation (Foundation) is prepare persons, through education, to fill jobs that are in high demand in the Commonwealth. Scholarships will be provided to individuals through a program that is governed by a public-private board based upon the following: (i) jobs that are in high demand in the Commonwealth as qualified jobs for the purpose of AVIP; (ii) professions and skill areas directly related to qualified jobs; (iii) the geographical concentration of qualified jobs; and (iv) eligible degree programs that shall be two-year or four-year degree programs, offered by eligible institutions, and that directly lead to employment in qualified jobs. In making such designations, the Virginia Workforce Council will (i) consult with the State Council of Higher Education, the Secretaries of Commerce and Trade, Education, and Technology, and any interested representatives from private sector businesses, labor organizations, trade associations, and individuals, public agencies, or private companies with expertise related to labor markets or geographic and demographic analysis and (ii) seek to ensure that the diverse needs of the Commonwealth are considered and that such designations reflect Virginia's broad, long-term economic, educational, and public policy interests in both the public and private sectors.

b. Individual Training Accounts:

i. What policy direction has the State provided for ITAs?

Policy direction on the use of ITAs is grounded on the following principles:

- Access is to be provided at not less than one physical comprehensive center per workforce area for eligible adults and dislocated workers,
- ITAs must be used only to procure training from certified providers on the statewide list,
- ITAs must be linked to occupations in demand, or that have high potential for sustained demand or growth,

- ITAs shall only be issued after an individual received core and intensive services and is unsuccessful in finding employment
- ITAs shall only be issued in consultation with a skilled and knowledgeable case manager/career coach
- ITAs must be provided in a manner that maximizes informed consumer choice

ii.. See above, combined with item a.

iii. Discuss the State's plan for committing all or part of WIA Title I funds to training opportunities in high-growth, high-demand, and economically vital occupations.

All WIA local funds for training are required to be linked to high-growth, high demand and vital occupations as identified in each area's local demand plan. Statewide funds dedicated to training uses are also utilized in the same manner.

iv. Describe the State's policy for limiting ITAs (e.g., dollar amount or duration)

Virginia has not prescribed a limit at the state level, but by policy, allows each local area to define a limit and include it in the local plan.

v. Describe the State's current or planned use of WIA Title I funds for the provision of training through apprenticeship.

Apprentice programs are eligible entities to submit application to be certified training providers on the state training list, thereby gaining access to WIA Title I funds.

vi. Identify state policies developed in response to changes to WIA regulations that permit the use of WIA Title I financial assistance to employ or train participants in religious activities when the assistance is provided indirectly (such as through an ITA) (20 CFR § 667.266(b)(1).)

The State will issue a Field Guidance Memorandum via its website and direct notice to LWIB directors informing them of this option. Current policies should not prevent access to such activities.

c. Eligible Training Provider List. Describe the State's process for providing broad customer access to the statewide list of eligible training providers and their performance information including at every One-Stop Career Center. (§112(b)(17)(A)(iii).)

The Statewide Training Provider List is available anywhere that an individual has internet access. This list is user friendly and allows an individual to search in a particular geographic area or to enter key words to conduct a search. Each one stop center is required to provide performance information and program cost information on eligible providers of training services as described in WIA Title I Section 122, by program; as well as, the provision of performance information and program cost information on providers of adult education described in WIA Title II, providers of postsecondary career and technical education activities and career and technical education activities available to school dropouts under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.), and providers of vocational rehabilitation program activities described in Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.).

d. On-the-Job (OJT) and Customized Training (§§112(b)(17)(A)(i) and 134(b)). Based on the outline below, describe the State's major directions, policies and requirements related to OJT and customized training.

Virginia's vision for increased training opportunities through OJT and customized training is to ensure that every training option is available to match trained job seekers with employer demand.

By seeking and having the waiver approved to allow local workforce boards to use local formula funding for incumbent worker training will likely be the most effective strategy to link the workforce system with employers who most often request assistance in the form of OJT or customized training. Business service units that will be required in each certified one stop center in Virginia will become the main connection between the employer community that is providing the job opportunities and the pool of potential workers that are provided through the workforce development system.

New businesses will be made aware of training options through economic development prospect packages coordinated between the Virginia Economic Development Partnership, local economic development agencies and local workforce investment boards. Employer groups will be targeted through the Virginia Employment Commission Employer Advisory Committees (EACs), a network of 29 regionally defined groups that advise the VEC of services needed by the employer community and the citizens of Virginia, and how best to provide these services. EACs also promote the services of the VEC and the one stop centers in their area.

Employers will drive the on-the-job training and the curriculum for the related instruction provided to workers in the Virginia's apprenticeship programs administered by the Virginia Community College System.

The VCCS is responsible for policy and the administration of all related instruction. The VCCS coordinates a collaborative effort of employers, the Virginia Department of Labor and Industry, secondary education, technical centers and local colleges to provide related instruction in highly skilled trades and occupations.

Each registered apprentice completes a minimum of 2000 hours of supervised on-the-job work experience in a specific trade, and a *recommended* minimum of 144 hours of related instruction for *each year* of apprenticeship. Depending on the occupation, the length of apprenticeship varies between one and six years, with four years of on-the-job training being the average.

Related Instruction is based on the specific trade areas and the courses are developed in cooperation with industry leaders. Specialized curriculums are designed to meet specific needs within the trade as well as meet employer needs. Apprenticeship related instruction is planned by working directly with sponsoring employers to develop the appropriate academic, technical and core course work for the apprentices.

Apprenticeship Related Instruction is delivered within sixteen regions of the state through public schools and community colleges. Each region has an administrative agent/coordinator that is under contract with the Virginia Community College System. The role of the regional administrative agent is to work with business and industry to develop and deliver related instruction to apprentices that meet the specific needs of the employer and the development of skilled and well-rounded journeypersons.

Regional administrators ensure the provision of appropriate curriculum, supervisory, and administrative services for apprenticeship related instruction through a network of participating providers within the region. The administrator arranges for instruction through his/her host institution, and/or develops agreements with other schools and colleges within the region to deliver the related instruction

4. Service to Specific Populations. (§112(b)(17)(A)(iv).)

a. Describe the State's strategies to ensure that the full range of employment and training programs and services delivered through the State's One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals such as migrants and seasonal farmworkers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, people with limited English-speaking proficiency, and people with disabilities.)

Virginia policy states that Universal access means that all individuals, including those referenced above, shall have equal access to WIA core services and that no individual shall be at a particular

disadvantage or shall encounter unnecessary difficulty in gaining access to those services. The provision of universal access must take into account issues such strategies as:

1. Eliminating architectural and programmatic barriers to individuals with disabilities;
2. Facilitating access for individuals with poor computer skills to computer based information and services;
3. Excluding place of residence as an eligibility criteria for receiving services; and
4. Furnishing access to a physical location with minimal transportation barriers and flexible hours of operation.

Because this document also serves as the service plan for the Migrant and Seasonal Farmworker program, the following additional information is provided: For migrant and seasonal farm worker populations, within the Virginia system of One-Stop Centers the SWA has statewide coverage for both MSFWs and agricultural employers. This is accomplished through nine One-Stop Centers, each of which has specially trained farm placement staff (FPS). In addition to being fully qualified Workforce Services Representatives, able to provide the full range of employment service and unemployment insurance programs, these FPSs are usually conversant in the language of the majority of the MSFWs in the area. They are also extensively trained in the federal regulations affecting both MSFWs and the employers who use seasonal farm labor. While they are assigned to one of the nine centers described above, they actually are available to assist any of the remaining One-Stop Centers. All FPSs conduct outreach to locate and to contact MSFWs, in accordance with 20 CFR 653.107, who are not being reached by the normal intake activities of the One-Stop Center. Depending on the need, MSFWs may be registered where they live or work, referred to a job, provided a basic summary of farmworkers rights, or have their complaints taken. They certainly will be informed about the benefits of visiting the center in person and strongly encouraged to do so.

The object of the above programmatic effort is to ensure that MSFWs have the highest chance of receiving the appropriate level of Core, Intensive, or Training Services from any of our One-Stop Centers.

Winchester and Onley are *Significant Bilingual MSFW Offices* in accordance with 20 CFR 651.10

Listed at Attachment ____ are the nine One-Stop Centers having farm placement staff, and showing the statewide assignment of all counties.

b. Describe the reemployment services you will provide to unemployment insurance claimants and the Worker Profiling services provided to claimants identified as most likely to exhaust their unemployment insurance benefits in accordance with section 3(c)(3) of the Wagner-Peyser Act.

The Worker Profiling and Reemployment Services (WPRS) Program continues as a cooperative effort between the VEC and WIA Title I Service providers. The level of activity will be directly related to the availability of WIA resources.

Claimants identified as likely to exhaust their UI benefits are provided with an early intervention aimed at speeding their return to productive, stable employment. All VEC offices provide a

Reemployment Services Orientation (RSO) as a gateway service to WPRS-eligible claimants. It includes an orientation to the program, to local labor market information, and to services available through VEC and WIA; along with information on basic job search strategies and techniques, such as researching employers, planning a job search, networking, resumes and interviews. It also includes a job match search service, and a review of job search registration data on file for each individual. Guest speakers may include community organization or WIA representatives, and initial appointments may be scheduled. Each participant prepares a plan for further job search actions and services. Special accommodations are provided for persons with disabilities, and for those with limited English proficiency.

After the RSO, claimants are encouraged to request enrollment in programs through local service providers, primarily WIA and VEC. Services include individualized skills assessment, career counseling, training/education, job search workshops, job clubs. Enrollment levels are directly related to resource availability.

In order to determine levels of customer satisfaction and overall program effectiveness, claimants complete a program evaluation at the end of the RSO. They are also asked to respond to a mail survey from Program Support Services afterward, to gauge the impact of services on their job search. This customer feedback is used to improve the quality of services offered.

Further: Virginia was one of 21 states recently awarded a “Reemployment and Eligibility Assessment” grant. The objective of the grant is to achieve faster reemployment, shorter claim durations and fewer erroneous payments by strengthening the claimant connection to in-person reemployment services, and accelerating the timing of those services so they occur closer to the time of the initial UI claim. We will be working with a defined population of 10,000 UI claimants in eight one-stop field offices, who have made initial claims through either the Internet or a remote Customer Contact Center (call center); and who have qualified for and had a first benefit check generated. Selection prioritization will be based on the likelihood of exhausting benefits, within the population not eligible for regular reemployment services. Claimants will be scheduled for a one on one assessment in the one stop center, early in their unemployment period. This will involve a joint beneficiary-staff review of unemployment and job service data for accuracy and eligibility, use of local labor market information for targeted job search assistance, a review of job and job search skills, and development of a plan with referrals to additional reemployment services provided by VEC or partner organizations. Three- month follow-up assessments will also be provided. Ineligibility for UI benefits, or for failure to report to referred services will result in adjudication

c. Describe how the State administers the unemployment insurance work test and how feedback requirements (under §7(a)(3)(F) of the Wagner-Peyser Act) for all UI claimants are met.

The administration of the Unemployment Insurance (UI) Work Test is a result of the requirement under the Virginia Unemployment Compensation Act that an individual must be registered for work with the Job Service, must be available for work, and must be actively seeking work to receive unemployment insurance benefits. The term "available for work" requires the individual to accept any suitable work that may be offered without attaching conditions not considered usual and customary for that occupation. The automated JS/UI interface produces a list of

claimants who have not registered for work or who may have potential work search issues. This list is then made available to appropriate VEC staff for follow-up purposes. Also, once a claimant is registered for work with the Job Service, his application automatically remains active in the VEC's automated system for 270 days.

Activities in this regard are closely coordinated with both the WIA Dislocated Worker and the Trade Act Programs. JS/UI automation provides timely computer interfacing between systems. Our reorganization to single intake and service delivery will, as it is implemented, alter this and other related systems and processes.

- d. Describe the State's strategy for integrating and aligning services to dislocated workers provided through the WIA rapid response, WIA dislocated worker, and Trade Adjustment Assistance (TAA) programs. Does the State have a policy supporting co-enrollment for WIA and TAA?

Rapid response teams are comprised of both VEC staff, which administer Trade and LWIB staffs, which administer the WIA programs to insure integration and alignment. A state administrative policy states that each briefing includes an in-depth local workforce area labor market analysis session. At the briefing, common customers are required to be co-enrolled in both WIA and Trade, or the timeframe to do so must be established at that time. WIA intensive services, including assessments, must be completed before a Trade participant is enrolled in training. On going case management must also be provided.

- e. How is the State's workforce investment system working collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the populations listed in paragraph (a.) above and to ensure they are being identified as a critical pipeline of workers?

Virginia's Workforce and Career Development System is comprised of the following three subsystems:

- **Worker Pipeline** - This sub-system provides services to individuals who will be entering the labor force and are attending programs in primary and secondary education, secondary and post-secondary career and technical education, community colleges, universities, and private technical schools.
- **Workers with Challenges** – This sub-system provides services to workers transitioning from unemployment or dependent status to income-earning independence. These individuals frequently receive services from one-stop career centers (known locally as “Virginia Workforce Centers”); programs in adult education; federal job training for youth, adults, and dislocated workers; vocational rehabilitation; and welfare reform.
- **Worker Improvement** – This sub-system provides services to incumbent workers who wish to improve their skills and earnings through employer-based training, customized training, and other skill-upgrading and credentialing programs.

Local plans are required to address these subsystems to ensure that all segments of the system are both being served and contributing to the economic and business development of Virginia. Each LWIB also develops an action plan to identify short and long term specific and measurable ways

in which to address these populations.

f. Describe will the State ensure that the full array of One-Stop services are available to individuals with disabilities and that the services are fully accessible?

The minimum standards for one stop centers further states that: Priority will be given to assuring that throughout the system, persons with disabilities will have programmatic access to all services. The commitment to adequately serving persons with disabilities extends beyond the specialized services of vocational rehabilitation to the system as a whole and assumes the responsibility of continuously enhancing system capacity for achieving that aim. Each certified center is also inspected by the Department of Rehabilitative Services to ensure accessibility issues are addressed as part of the certification process.

g. Describe the role LVER/DVOP staff have in the One-Stop Delivery System? How will the State ensure adherence to the legislative requirements for veterans' staff? How will services under this Plan take into consideration the agreement reached between the Secretary and the State regarding veterans' employment programs? (§§ 112(b)(7), 112 (b)(17)(B); 322, 38 U.S.C. Chapter 41; and 20 CFR §1001.120).)

The VEC provides employment and training services for veterans, other eligible persons and transitioning service members through the State Employment Service delivery system, cooperation and coordination with One-Stop partners, presentation of the Transition Assistance Program (TAP) at Department of Defense installations (military bases), and through the utilization of Federally funded Veterans' Services staff (DVOP and LVER) in accordance with Public Law 107-288. The DVOP and LVER staffs work out of VEC offices that are designated One-Stop centers within the Workforce Investment Board areas. These VEC locations often house other Workforce Investment Act (WIA) partners, such as the Virginia Department of Rehabilitative Services (DRS), Social Services, the Community College System, Adult Basic Education and the Welfare to Work Program, among others. There may also be other designated non-VEC one-stop centers within the WIB area. Our agency LVER staff is required by PL 107-288 to serve as the "trainers" for other agency and WIA staff in the One-Stop work environment. The primary responsibility of DVOP staff in these VEC Field Operations offices is to triage (assess) veteran job seekers (and other eligible persons) and determine the service needs that must be met to make them job ready. This often includes utilization of other partner services within the office through coordination and cooperation.

There are 17 Workforce Investment Boards (WIBs) in Virginia and VEC is represented as a partner on the WIB boards (generally by VEC Field Operations Regional Directors and/or VEC Field Operations Managers).

Cooperation with WIA partners is mandated under the interagency grant agreement between the VEC and the Veterans' Employment and Training Service (VETS), a part of the U.S. Department of Labor. In-state Federal monitors from VETS are housed in VEC offices in Richmond and in Virginia Beach. These representatives regularly verify all aspects of VEC compliance with this grant agreement to include all operations and financial management. The grant agreement itself has to be written so as not to be in conflict with the WIA regulations and requirements. Local VEC management, represented by Field Operations Regional Directors and

Field Operations Managers oversee and implement day-to-day cooperation with WIA at the local level.

h. Department of Labor regulations at 29 CFR 37, require all recipients of Federal financial assistance from DOL to provide meaningful access to limited English proficient (LEP) persons. Federal financial assistance includes grants, training, equipment usage, donations of surplus property, and other assistance. Sub-recipients are also covered when Federal DOL funds are passed through from one recipient to a sub-recipient. Describe how the State will ensure access to services through the State's One-Stop delivery system by persons with limited English proficiency and how the State will meet the requirements of ETA Training and Employment Guidance Letter (TEGL) 26-02, (May 29, 2003) which provides guidance on methods of complying with the Federal rule.

The Commonwealth has developed guidelines for use by one stop centers. Overall activities are monitored by the Human Relations Manager at the Central Office of the Virginia Employment Commission, which serves as WIA Administrative Entity. The Agency's Equal Opportunity Assistant is designated as the Language Access Coordinator.

In summary the guideline are outlined as follows:

Local office/One-Stop Protocol

- a. Identification of need: Local office managers may take appropriate steps in evaluating, quantitatively and qualitatively, the needs of LEP customers in their service areas, including:
 - . Examination of the situational needs assessment information kept by the agency;
 - i. Interviews with customers within their service area;
 - ii. Systematic observation of customer-staff interaction; and
 - iii. Hiring bilingual staff.
- b. Local office managers will maintain autonomy in creating a mix of language assistance resources appropriate to the demographics of their service area.
- c. All LAS will be available to local office staff through electronic or other means based on need.
- d. Local office managers will evaluate language resources available in their service area including community colleges, state and private universities, and community-based organizations. LO managers may, with the approval of the Commission, enter into agreements for the provision of such services with community resources. These community resources will be integrated with other agency language resources as appropriate.

- e. LAC will coordinate on a regular basis with LO managers to assure that localized resources are made available to other LO managers to the greatest extent practicable.
- f. LO managers may maintain a database tracking LEP contacts. Database formats will be provided by LAC. LOs shall make the data available to LAC as requested by LAC.
- g. LO managers will communicate to staff that the use of a family member or friend may only take place after informing an LEP customer of his/her right to free interpreter services.

The Agency also has developed a policy on interpreter services to ensure the provision of appropriate interpreter services to ensure that every Virginian, regardless of their native language, has access to and can participate in programs in the One Stop Centers. The State also maintains a listing of interpreter services for both spoken languages and sign language as a resource for the one stop system.

i. Describe the State's strategies to enhance and integrate service delivery through the One-Stop delivery system for migrant and seasonal farm workers and agricultural employers. How will the State ensure that migrant and seasonal farm workers have equal access to employment opportunities through the State's One-Stop delivery system? Include the following:

- The number of Migrant and Seasonal Farmworkers(MSFWs) the State anticipates reaching annually through outreach to increase their ability to access core, intensive, and training services in the One-Stop Career Center System.

The Virginia One-Stop System is very sensitive to the needs of the immigrant and the Limited English Proficient (LEP) job seeker. This, of course, also includes the farmworker populations that our facilities are configured to serve. All of our One-Stop centers have been reviewed for compliance with 29 CFR part 37, and all meet the required standard.

In addition to fully qualified farm placement specialists in nine One-Stop Centers, most of whom are conversant in the language of the farmworker populations in their areas, we have electronic translation capabilities on our job seeker self-service computers. Nearly all of the web pages involved in a complete job search are available in one of several languages, and that includes America's Job Bank (AJB).

For the more challenging situations involving face-to-face non-English verbal communications, we have Language Line in every physical location, and for all agency transactions. In addition to job search functions, we use Language Line for Unemployment Insurance processing of initial and continuing claims, for U.I. lower and higher hearings, and for whatever else where the spoken language is a problem.

Each year the Virginia SWA conducts an extensive effort to estimate, by specific location, the number of MSFWs thought to be in state to do agricultural work. Farm Placement Staff, within their assigned counties and based on their on-the-ground knowledge, collaborate with other knowledgeable individuals, with the Cooperative Extension Service, with the WIA 167 provider

(Telamon Corporation), with other sources including growers, and develop estimates of the total farmworker populations, and the peak farmworker populations. This information is aggregated among the nine One-Stop Centers and used to develop an estimate of the number of MSFWs that should be contacted each season through outreach.

There are nine Comprehensive One-Stop Centers (Attachment 2) which have Farm Placement Staff assigned to them. For the Program Year beginning July 2005, we anticipate a total of 15,379 farmworkers in Virginia, with a Peak of 13, 392. We will contact 4,464, or thirty percent of the “Peak Estimated” number of MSFWs through outreach.

This information is presented in charts at Attachments 3 and 4 and includes the H-2A workforce numbers.

The planned coverage is found at Attachment 4. These centers provide statewide coverage for MSFWs and agricultural employers, and assist the remainder of the One-Stop Centers with specialized, farmworker related services on a demand driven basis

5. Priority of Service

a. What procedures and criteria are in place under 20 CFR 663.600 for the Governor and appropriate local boards to direct One-Stop operators to give priority of service to public assistance recipients and other low-income individuals for intensive and training services if funds allocated to a local area for adult employment and training activities are determined to be limited? (§§112(b)(17)(A)(iv) and 134(d)(4)(E).)

The State does not pre-determine priority of service for local boards. Rather, Virginia’s Priority of Service Policy states that in the event that adult funds are determined to be limited, the LWIB must develop a priority of service policy. At a minimum, the policy must grant first priority to individuals who are receiving public assistance or are classified as “low-income” in accordance with WIA definitions. Additional priorities may also be set for specific populations, such as individuals with significant barriers to employment or for participants interested in training for occupations that are in demand in the area.

Establishing a priority does not prohibit the LWIB from serving other eligible participants, as well. The priority may be established by providing services based on points that are assigned to specific barriers or reserving a percentage of available funds for target populations.

The criteria established by the state to be used for LWIBs to determine if adult funds are limited, LWIBs must take into consideration the availability of other workforce investment funding, including National Emergency Grants, Rapid Response funds, Temporary Assistance for Needy Families funds and any other public or private resources that are available to fund employment and training activities in the local area. Subsequently, the LWIB must consider the current economic conditions of the local area, including population and demographic data, unemployment statistics, labor market information, and past expenditure trends in employment and training activities.

In addition to research gathered from surveying the aforementioned resources, all of the following must be true if a LWIB declares that local funds are **UNLIMITED**:

1. The LWIB receives funds from other sources that is equivalent to at least 50% of the total WIA allocation.
2. The LWIB receives in-kind contributions from other sources that is equivalent to at least 25% of the total WIA allocation.
3. The local area has an unemployment rate that is less than the state average.

b. What policies and strategies does the State have in place to ensure that, pursuant to the Jobs for Veterans Act (P.L.107-288)(38 USC 4215), that priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the U.S. Department of Labor, in accordance with the provisions of TEGL 5-03 (9/16/03)?

Priority of service, as mandated by Training and Employment Guidance Letter (TEGL) No. 5-03, is the responsibility of all employment and training programs receiving Federal funds, i.e., to give veterans priority in program(s) participation if they meet the eligibility requirements. This TEGL was distributed to all DVOP and LVER staff, as well as VEC agency management, and discussed at our statewide Veteran Partners Conference held April 21-23, 2004, in Richmond, Virginia. The VEC takes steps to ensure that veterans receive priority of service in all of the services that it provides and standards of performance governing VEC services to veterans have been negotiated with the Veterans Employment and Training Service (VETS). A copy of Virginia's currently approved standards is enclosed. Successfully exceeding these standards documents veterans' preference by the VEC. This priority of service is implemented through priority file search for job referral and priority referral to potential job opportunities.

D. Rapid Response. (112(b)(17)(A)(ii).) Describe how your State provides Rapid Response services with the funds reserved under section 133(a)(2).

- 1. Identify the entity responsible for providing Rapid Response services. Describe how Rapid Response activities involve local boards and Chief Elected Officials. If Rapid Response activities are shared between the State and local areas, describe the functions of each and how funds are allocated in the local areas.**

The Virginia Employment Commission's State Dislocated Worker Unit (DWU) oversees and supports statewide Rapid Response activities and services that are coordinated locally by six (6) regional Employment Transition Services Managers. The State is divided into four regions, which are assigned an Employment Transition Services Manager to coordinate the Rapid Response services for employers in their region. While the Rapid Response Program is administered at the state level, it is planned and implemented at the local level through a combined team effort.

- 2. Describe the process involved in carrying out Rapid Response activities.**

a. What methods are involved in receiving notice of impending layoffs (include WARN Act notice as well as other sources)?

The system receives notification of impending layoffs and closures in a variety of ways. Upon receipt in the State DWU, written notices of an impending WARN Act event are faxed to the designated employment transition services manager assigned to the affected region. An acknowledgement letter is prepared and sent to the employer's representative, along with contact information for the employment transition services manager that will assist with rapid response services. Copies of the WARN Act Notice and acknowledgement letter are sent to the state economic development agency, the local workforce investment board serving the employer's area, the VEC Commissioner's Office, the Director of the VEC Economic Information Services Division, the State Director of the US Department of Labor's Veterans Employment and Training Service (VETS) unit, and the managers of the local VEC and One-Stop Career Center offices.

Some companies voluntarily notify their local VEC or One Stop office, Workforce Investment Board office, or the State DWU of layoffs and closures not covered by the WARN Act. The State DWU regularly reviews newspapers from the major metropolitan areas of the state looking for news articles that might suggest an impending layoff or plant closure. These may also be received via a courtesy letter from the employer, an announcement through the news media, or received by an employer' or union representative telephone inquiry and request for assistance. If a courtesy letter is received, it is acknowledged with the same procedure as stated above.

b. What efforts does the Rapid Response team make to ensure that rapid response services are provided, whenever possible, prior to layoff date, onsite at the company, and on company time?

Following receipt of a WARN or non-WARN Act notice, the regional employment transition services manager will attempt to make contact with the employer within 24 hours to offer and coordinate rapid response services. During the initial conversation with the company's representative, emphasis is placed on providing information on transition services to the affected employees prior to layoff and during work hours. If the planned layoff is scheduled over a period of time, the rapid response coordinator encourages the employer to schedule all affected workers to attend the initial informational briefings.

Specific information is gathered from company management and union representatives, if available, which aids the Rapid Response Team in planning services that are specially tailored to meet the needs of the affected workers. The team strives to obtain the commitment of company management and labor to actively participate in the planning and implementation of key project activities, such as: worker needs assessment surveys; pre-layoff workshops, on-site transition services, and outreach activities. Employers are highly encouraged to

allow workers to receive all these services on company time. A transitional or labor management committee may be formed to help guide the transition process. Meetings are generally conducted on the employer's premises.

If the regional coordinator has difficulty contacting the necessary company personnel to provide on-site services, other options are pursued. If a union represents the workers, services may be offered through the union at their headquarters. If the company does not have the space for on-site services, resource centers and/or workshops are offered at nearby facilities such as a hotel. For layoffs that the coordinators are not able to provide on-site services, information packets detailing transition services are delivered to the worksite.

c. What Services are included in Rapid Response activities? Does the Rapid Response team provide workshops or other activities in addition to general informational services to affected workers? How do you determine what services will be provided for a particular layoff (including layoffs that may be trade-affected)?

During the initial management briefing with the company and union representatives, if applicable, the immediate needs of the company and the affected workers are discussed, which aids the Rapid Response team in planning and providing appropriate services. The company is asked to distribute an employment transition assessment questionnaire to the affected workers to determine their needs, or, if that option is not available, these questionnaires are completed during the employee information briefing session.

Information gathered from both the company and the workers is utilized to plan the overall rapid response activities. These activities include: employee information briefings, on-site Unemployment Insurance claims registration, on-site resource centers, community resource and job fairs, and employment transition assistance workshops.

The Rapid Response team can provide a variety of workshops to assist job seekers in their transition to new employment. Workshop topics include, but are not limited to: resume writing, interviewing skills, job search strategies, dealing with stress, career planning and surviving a job loss. Additional workshop and services offerings are developed to meet specific needs as stated on the employment transition assessment questionnaires.

3. How does the State ensure a seamless transition between Rapid Response services and One-Stop activities for affected workers?

Virginia has a well-coordinated statewide rapid response effort that involves all key partners in the One-Stop system. Since collaboration and communication are the most valuable resources in successfully achieving seamless service delivery, Virginia has established a 'team approach' to clearly communicate and deliver

employment transition services for companies and affected workers. Team members include the regional rapid response coordinator (team leader) the local One-Stop Career and representatives from the local Virginia Employment Commission field office. Depending on the size and scope of the layoffs, the team may also involve a representative from the area Workforce Investment Board. The One-Stop Career center's participation in the planning and delivery of Rapid Response services ensures a seamless transition between Rapid Response and One-Stop activities, including core and intensive services.

An initial on-site meeting may be scheduled with the state's Rapid Response Team and the company, including union officials (if applicable). The ultimate goal of the initial on-site meeting is to schedule pre-layoff workshops for the dislocated workers. The meeting is generally scheduled on the premises of the dislocating company. This meeting clarifies the expectations of, and defines the role of, each member of the Rapid Response team. Specific information is gathered from company management and the union, which aids the Rapid Response Team in planning for immediate services for the impacted workers. The team obtains the commitment of company management and the union to actively participate in the planning and implementation of key project activities such as a worker needs survey, pre-layoff workshops, on-site transition services, and outreach activities. A transitional or labor management committee may be formed to help guide the transition process. This 'team approach' strengthens the ability to formulate successful strategies for carrying out initial Rapid Response activities and to transition to one-stop services with ease and without service duplication.

Rapid Response services are provided to dislocated workers regardless of the reason for the layoff or closure (e.g., Trade impacted, company downsizing/restructuring, natural disaster, plant relocation, bankruptcy, etc.) When rapid response services are completed, the Virginia Workforce Network assumes ongoing support for the dislocated workers through its One-Stop Career Center System.

- 4. Describe how Rapid Response functions as a business service? Include whether Rapid Response partners with economic development agencies to connect employees from companies undergoing layoffs to similar companies that are growing and need skilled workers? How does Rapid Response promote the full range of services available to help companies in all stages of the economic cycle, not just those available during layoffs? How does the State promote Rapid Response as a positive, proactive, business-friendly service, not only a negative, reactive service?**

Virginia approaches Rapid Response as a business service. Employers receive confidential assistance with planning for transition needs, understanding WARN requirements, and filing Trade Act petitions. Companies are provided with

business services by state level Rapid Response staff as well as from regional Rapid Response staff through an integrated, coordinated approach.

Our Rapid Response teams may offer employers alternatives to reduce or help avoid impending or future layoffs and help in conducting an orderly shutdown. We offer pre-layoff services to help workers shorten their transition to new employment opportunities, information to assist the company in maintaining good worker morale and productivity during the transition, and facilitate coordination of services for workers with the local One-Stop Career Centers.

Our Rapid Response teams partner with state and local economic development agencies to ensure that rapid response services are linked to the State's business retention and expansion services. Our State Dislocated Worker Unit (DWU) works closely with the Virginia Department of Business Assistance (DBA) Existing Business Services and Workforce Services Divisions to retain and expand manufacturing and processing firms. These efforts help to reduce the number of business closures, failures, and out-of-state expansions that could result in a significant loss of jobs to Virginia localities.

The State DWU assists state and local economic development entities in devising and overseeing strategies for layoff aversion, including:

- Pre-feasibility studies on avoiding plant closures through options for companies or groups, including the workers, to purchase a plant or business and continue operations.
- Incumbent worker training for upgrading workers' skills and enabling them to successfully adjust to new technologies in the workplace.
- Linkages with federal, state, and local levels including business retention and recruitment activities.

Rapid Response resources are used to support the full range of services available to help companies in all stages of the economic cycle. In many instances, local Rapid Response teams and Business Outreach teams are integrated. The State DWU is continually looking for new opportunities to enhance the business community's awareness, and use of, Rapid Response layoff assistance and layoff aversion services.

5. What other partnerships does Rapid Response engage in to expand the range and quality of services available to companies and affected workers and to develop an effective early layoff-warning network?

The State DWU maintains a close working relationship with One-Stop Career Centers, as well as VEC Field Offices that do not serve as comprehensive one stop centers. In many instances, One-Stop Career Center staff, including Unemployment Insurance staff, can provide timely information on potential layoffs in a particular area of the state that can allow Rapid Response staff to offer

early-intervention services. We also utilize the resources of the Mass Layoff Statistics (MLS) Report generated by the VEC Economic Information Services Division to gather information on specific layoffs and offer appropriate services.

6. What systems does the Rapid Response team use to track its activities? Does the State have a comprehensive, integrated Management Information System that includes Rapid Response, Trade Act Programs, National Emergency Grants, and One-Stop activities?

The State Dislocated Worker Unit tracks rapid response activities through three primary systems. First, an internal database is kept, listed by employer, that tracks all rapid response activities. This information is distributed to state and regional staff quarterly and is available on request. Second, a list of WARN Act Notices received by the State Dislocated Worker Unit is available on the Internet and is kept on the Virginia Employment Commission's web page. This list outlines information on the company, the impact date, and timetable of the event. The information is presented by notice date and regionally for use by state and local government, especially economic development personnel and the general public. Third, rapid response activities and programs, including Trade Act programs, National Emergency Grants (NEGs) and One-Stop activities are tracked using an integrated management information system called the Virginia Workforce Network Information System.

7. Are Rapid Response funds used for other activities not described above; e.g., the provision of additional assistance to local areas that experience increased workers or unemployed individuals due to dislocation events?

The Commonwealth of Virginia, WIA Policy 01-04 dated April 4, 2001 outlines the process for distribution of additional funding for dislocated worker services through Rapid Response. As stated in the policy, State Rapid Response staff will work with the local Workforce Investment Board (LWIB), or it's designee(s) to develop an action plan, including layoff aversion strategies, for rapid response and other services available from the Dislocated Worker Unit, the One-Stop Career Centers, the Virginia Employment Commission, the Department of Economic Development and other state and local agencies.

In the event that other sources of funding are not sufficient to cover the cost of the proposed services, the State Rapid Response staff will work with the LWIB to submit a request for additional funding to serve the dislocated workers. The State Dislocated Worker Unit will determine from the information provided by the LWIB whether the services will be funded by the Governor's 25% Statewide Rapid Response funds, or other WIA funding sources such as National Emergency Grants.

Rapid Response (25%) funds are used to provide the same types of supportive services, intensive services and occupational training

opportunities permitted under the formula-funded WIA Title-1 Dislocated Worker grants. All awards made from the 25% Rapid Response funds are restricted to program funds. No administrative monies are allocated.

E. Youth. ETA's strategic vision identifies youth most in need, such as out of school youth and those at risk, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farmworker youth as those most in need of service. State programs and services should take a comprehensive approach to serving these youth, including basic skills remediation, helping youth stay in or return to school, employment, internships, help with attaining a high school diploma or GED, post-secondary vocational training, apprenticeships and enrollment in community and four-year colleges. (§112(b)(18).)

1. Describe your State's strategy for providing comprehensive, integrated services to eligible youth, including those most in need as described above. Include any State requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. Include how the State will coordinate across State agencies responsible for workforce investment, foster care, education, human services, juvenile justice, and other relevant resources as part of the strategy. (§112(b)(18).)

As a result of the DOL "Youth Regional Forum" in Philadelphia, PA on November 9 - 10, 2004, a core group of individuals representing various state agencies and organizations that provide services to Virginia's *neediest* youth formed a workgroup that is committed to unraveling the façade that frustrate and blocks efforts to provide services to a shared youth population. This group is composed of individuals that are engaged in the following:

Workforce Investment Act Program - VEC and Job Corp

Human Services - DSS

Juvenile Justice - DCE and DJJ

Education - DOE

This group, now known as the Virginia Team for Youth, is developing a collaborative approach to prepare youth for success in a global, demand-driven economy in Virginia. The results of this effort will lead to an inclusive agenda that will enable and produce a clear and firm understanding among state and local partners in labors, education, human services and juvenile justice systems for their respective roles and responsibilities in providing transitional services for youth, and how collaborative efforts can stretch their resources to better achieve their goals.

The goal is to establish and develop a mechanism and process that will ensure information sharing in a timely manner, cross-staff training, joint informational materials,

continuation of building trust and confidence, and providing useful and evidenced-based information to policy makers concerning issues and problems of providing services and training to the *neediest* youth in Virginia.

Achievement of this goal is two-fold. First, the group is currently involved in providing information to each other's system and front-line staff in order to increase interaction and establish relationships that will enhanced service delivery to each others youth. Secondly, the group is also developing a comprehensive delivery model that will be shared with policy makers and executive leadership in government and business.

2. Describe how coordination with Job Corps and other youth programs will occur. (§112(b)(18)(C).)

Staff from the various Job Corps in the Commonwealth have established solid working relationships with local youth program operators across the state and have taken a proactive approach to identifying youth who are likely to benefit from services the Job Corps Center has to offer. Job Corps is represented on the Virginia Team for Youth discussed above.

3. How does the State plan to utilize the funds reserved for Statewide activities to support the State's vision for serving youth?

The Virginia Workforce Council has recently identified the need to examine the youth program in Virginia as a result of analysis of trend data. This discussion is scheduled to take place in June of 2005. Until specific recommendations can be made, the Governor will utilize the discretion afforded by law in considering the application of statewide funds to support activities such as:

- a. utilizing the funds to promote cross agency collaboration;
- b. demonstration of cross-cutting models of service delivery;
- c. development of new models of alternative education leading to employment; or
- d. development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successful into the workforce pipeline with the right skills.

e. Describe how your State will, in general, meet the Act's provisions regarding youth program design. (§§112(b)(18) and 129(c).)

Youth Program Design for youth is established in WIA Poilcy 00-5. In general, local board are required to submit plans indicating the youth program structure. These plans must address funds distribution for the year-round and summer youth activities within the local areas to meet required youth requirements. The following ten program elements shall be available to the youth in each local workforce area; however, the services provided to each youth must meet that individuals' needs and be based on the results of an objective assessment and individual

service strategy:

- tutoring, study skills training, and instruction, leading to completion of secondary school, including dropout prevention strategies;
- alternative secondary school services;
- summer employment opportunities that are directly linked to academic and occupational learning;
- paid and unpaid work experiences, including internships and job shadowing;
- occupational skill training;
- leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours;
- supportive services;
- adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;
- follow-up services for not less than 12 months after the completion of participation, as appropriate; and
- comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.

Through the establishment of the Youth Council, the Chief Local Elected Officials and the Local Workforce Investment Boards (LWIBs) are identifying and enlisting individuals in the community with the most direct knowledge of the area's youth needs, as well as those entities that provide the services. LWIBs should adopt criteria for evaluating youth programs and service providers, who have at a minimum:

- Previous demonstrated success in working with out-of-school youth, including dropouts, with indicators of outcomes that include successful return to and/or completion of education activities, vocational skills training, and entry into unsubsidized employment;
- Previous documented success in providing services to targeted youth groups, including high school dropouts, individuals with disabilities, homeless and runaway youth, youth offenders, and other eligible youth who face serious barriers to employment.

Local Workforce Investment Boards and their Youth Councils, as a part of their youth service provider selection process, in evaluating "*demonstrated success*" of service providers, should consider such criteria as:

Returning dropouts to education programs and the level of success of high school completion;

Documented improvements in reading, writing, and/or math skills by basic skills deficient youth;

Returning youth who were behind grade level to grade level and/or preventing them from dropping out of the education program;

Provision of education and support services to pregnant and parenting youth to allow for school completion;

School and work based learning, including school transition activities that successfully address youth disabilities, including learning disabilities;

Programs and activities that have been successful at finding shelter and other support for homeless and runaway youth, while simultaneously providing education and workforce training activities that facilitate return to school or unsubsidized employment, as appropriate;

Programs that successfully provided transition activities to youth offenders, including basic education, job specific skills, work prerequisite skills, counseling, and other services necessary to effectively transition from youth institutions to community life and further education or unsubsidized employment.

Eligibility for Youth Services

An eligible youth is, an individual who:

- (a) Is age 14 through 21;
- (b) Is a low income individual; and
- (c) Is within one or more of the following categories: (as defined here-in)
 - (1) Deficient in basic literacy skills;
 - (2) School Dropout
 - (3) Homeless, runaway, or foster child;
 - (4) Pregnant or parenting;
 - (5) Offender; or
 - (6) Is an individual (including a youth with a disability) who requires additional assistance to complete an educational program, or to secure and hold employment. [*WIA Sec. 101 (13)*]

Additional Requirements to be addressed in local program design are:

Information and Referrals - Each local board shall ensure that the participant or applicant who meets the minimum income criteria to be considered an eligible youth is provided with --

Information on the full array of applicable or appropriate services that are available through the local workforce area, including eligible providers or one-stop partners, and including those receiving funds under this subtitle; and

Referral to appropriate training and educational programs that have the capacity to serve the participant or applicant either on a sequential or concurrent basis.

F. Business Services. (§§112 (a) and 112(b)(2).) Provide a description of the state’s strategies to improve the services to employers, including a description of how the State intends to:

1. Determine the employer needs in the local areas and on a Statewide basis.

The State, through a partnership of the Governor’s Advisor on Workforce Development, the Virginia Employment Commission and the Virginia Economic Development Partnership have developed an employer survey that is internet based. Information is gathered statewide for and distributed to each local workforce investment area based upon geographic codes.

2. Integrate business services, including Wagner-Peyser Act services, to employers through the One-Stop system.

The Minimum Standards for One Stops in Virginia specifies that certain business services are to be provided in each certified one stop center as part of the statewide workforce system. These services are:

Assistance in finding qualified workers	
Labor exchange	
Interview facilities at one-stop centers	
State and /or federally generated Labor Market Information (LMI)	
State and /or federally generated info. on Americans with Disabilities Act (ADA)	
Information regarding consultations on workplace accommodations for persons with disabilities	
Information on and referral to business start-u, retention and expansion services	
Information on and referral to sources for developing customized training programs	
Information on and referral to career preparation activities	
Rapid response to mass layoffs and plant closings	
Information about training incentives such as on-the-job training programs	
State and/or federally generated information on tax credits for new hires	

28 of the 40 Comprehensive One Stop Centers in Virginia are Virginia Employment Commission local offices, where the full array of Wagner Peyser services are available on site. As Virginia re-aligns ES/Wagner Peyser operations and modifies the Unemployment Insurance service delivery systems, it will also seize strategic opportunities for expanding colocation in non-VEC one stops. Virginia recognizes that collaborative efforts at continuous quality improvement must be elevated to ensure continued service integration as well as local level and statewide systems building. Strategies will encompass local level efforts as well as state head coordination.

The Virginia Employment Commission has also piloted Business Resource Units in each of its 4 geographic service regions of the Commonwealth. The best practices identified by these pilots could serve as additional business services to be provided in the one stop system.

- Engagement with employer community
- Direct involvement with Employer Advisory Committees

- Visits to gain better knowledge and understanding of employer’s operations
- Participation in local Chamber activities
- Create and participate in Job Fairs and Employer Showcases
- Utilization of employer newsletter
- Marketing services to local employer community
 - Development of handouts
- Utilization of labor market data
 - Identification of primary employers
 - Development of visitation plan
 - Identify “premier” account employers
 - Use of free support from radio and TV
- Daily follow-up with employer regarding job orders and recruitment activity
 - Phone, Fax, E-mail
- Partnering with local Workforce Investment Board members to market services to area employer organizations.
- Partner with local economic development officials to work with new employers
- Intervention with claimants
 - Meet with claimants filing in person to develop employability plan and to offer referral
 - Identify claimants filing via Internet and Call Center and mail resource information.
- Schedule these claimants for one-on-one appointments
 - Match claimants against job opening data base on regular basis
- Interface with RSO Activity
 - (Resource Services Orientation Workshops)
 - BRU staff assist with RSO presentations
 - BRU staff given names of RSO selectees for match against job opening data base
- Engage with workforce system partners
 - Coordinate needed services with other service providers
 - Involvement of partners in CQI process
 - Participate in community workforce provider networking meetings

3. Streamline administration of Federal tax credit programs within the One-Stop system to maximize employer participation? (20 CFR part 652.3(b), §112(b)(17)(A)(i).)

The Virginia Employment Commission and Department of Social Services administer these services. As required partners in the one stop system and signatories to the State MOU, the agencies commit to making these services part of the delivery system. Further, all certified one stop centers are required to provide State and/or Federally generated information on tax credits for new hires as part of their business services.

The Ticket to Work and Work Incentives Improvement Act of 1999 reauthorized the Work Opportunity Tax Credit (WOTC) and the Welfare-to-Work Tax Credit (WtW) for employers who hire long-term welfare recipients. Long-term recipients can earn their employer a tax credit of up to \$3500 for their first - and \$5000 for their second - year of employment. Welfare recipients and members of other target groups can earn employers a WOTC credit of up to \$2400

in the first year. The number of new hires who can qualify employers for these credits is unlimited.

Employers must apply for and receive certification that their new hire belongs to one of nine groups of jobseekers eligible for the WOTC or WtW programs before claiming it on their federal income tax return.

G. Innovative Service Delivery Strategies (§112(b)(17)(A).)

1. Describe innovative service delivery strategies the State has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key State goals. Include in the description the initiative's general design, anticipated outcomes, partners involved and funds leveraged (e.g., Title I formula, Statewide reserve, employer contributions, education funds, non-WIA State funds).

The Virginia General Assembly enacted Legislation creating the Advantage Virginia Incentive Program (AVIP), including a Foundation, for the “purpose of preparing persons, through education to fill jobs that are in high demand in the Commonwealth.” The Virginia Code creating AVIP assigns significant responsibility to the Virginia Workforce Council (VWC), the State Board for WIA, including designating jobs that are in high demand. “In making such designations, the VWC shall consult with the State Council on Higher Education, the Secretaries of Commerce and Trade, Education, and Technology, and any interested representatives from private sector businesses, labor organizations, trade associations, and individuals, public agencies, or private companies with expertise related to labor markets or geographic analysis to ensure that the diverse needs of the Commonwealth are considered and reflect Virginia's broad, long term economic and public policy interest...”

AVIP provides the VWC a unique, innovative strategic approach to leverage WIA resources with State and Foundation funding to maximize resources, increase services levels, improve service quality, achieve better integration of resources, as well as, meet other State goals.

The Virginia Code that created the AVIP Program also created a Foundation, a public body of the Commonwealth, a board of trustees, composed of the Chair of the VWC, and six trustees from the Commonwealth at large. The Governor appoints a chair from among the trustees. The Code also created a Monetary Fund (an initial \$100,000) that will be used to award scholarships in amounts up to \$3,000 per academic year, not to exceed a maximum of \$12,000 to be used for tuition, books or fees. The Code also authorizes the hiring of an Executive Director. The VWC is assigned the regulatory and policy role, select beneficiaries, and inform the Foundation for distribution. Local workforce investment boards (LWIBs), under VWN guidance, are expected to play a strategic role in identifying high demand opportunities in their areas, marketing the program, and as appropriate, leveraging WIA resources in a complementary manner in support of AVIP beneficiaries who are also WIA registrants.

As part of the award process, the recipients of AVIP scholarships must agree to be employed in a qualified job for a period of time equal to that of receipt of the AVIP scholarship. The

employment qualifying as repayment of an AVIP scholarship will be approved by the VWC on a yearly basis.

The Middle College Program

A Proven Way to Recover Virginia High School Dropouts

The Challenge

Nearly one in ten adults in Virginia have entered the workforce without a high school diploma or a general equivalency diploma (GED). Given the record-level increases of projected Virginia high school students, the number of dropouts is expected to increase. Of the approximately 700,000 Virginians without a high school diploma, 150,000 of these individuals are between the ages of 18 and 24. As a group, therefore, these individuals will tend to live their lives in economic margins, earning and contributing less to state revenues.

Middle College: A Proven Solution

Middle Colleges will provide Virginia high school drop-outs between the ages of 18 and 24 an opportunity to attain a GED and enroll in a variety of quality, proven courses that will (1) enhance basic workforce skills through engagement in project-based learning, (2) participate in remedial courses (when necessary), (3) accumulate community college credits applicable towards a degree or certificate and (4) attain an ACT Work Keys workforce readiness certificate.

Since the Virginia Community College System (VCCS) has a remarkable track record of helping Virginians move from \$7 an hour to \$17 an hour jobs. With the use of Statewide WIA funds, the Governor established two Middle Colleges at Southside Virginia (Keysville) and J. Sargeant Reynolds (Richmond) Community Colleges. Since community colleges, by their mission, are expected to respond to unmet community needs, Middle Colleges provide students in rural and urban Virginia an opportunity to associate, identify and connect with a community of achievement-oriented adult learners and outstanding community college faculty and staff dedicated to helping students become a part of the Commonwealth's workforce solution.

Investment

The VCCS, in cooperation with Jobs for American Graduates effective out-of-school/dropout recovery program, propose to enroll up to 30 qualified high school dropouts at each Middle College site, generate strong GED completion rates and assure a large percentage of the GED recipients enroll and achieve community college degrees or industry-based certificates while becoming gainfully employed within their local communities. For less than five thousand dollars per student, this \$150,000 investment will support qualified and trained educational specialists/mentors, facility rentals, transportation, and applicable equipment, books, tuition and supplies. Once Middle College students from the two "pilot" institutions demonstrate their successes and show a meaningful return on the state's investment, the General Assembly may want to encourage the use of other public and/or private funds to support Middle Colleges on all 23 community colleges since a growing number of public- and private-sector business, education and government leaders are becoming enthusiastically supportive of this concept as one way to solve their current and future employee skills shortages.

Partnering Education, the Workforce and Economic Development

The VCCS office of Workforce Development Services (WDS) and Virginia Economic Development Partnership (VEDP) are conducting an industry, occupation, and skills cluster analysis of the Commonwealth. The results will be used to create an “*Economic and Workforce Development Blue Print for the Commonwealth*” (the title has not been officially adopted and is subject to change). The timeline for completing the project is spring 2005. The Virginia Workforce Council will receive a report on the analysis at its June 6, 2005 Strategic Planning Session and the results of the analysis are set to be “rolled-out” statewide at six regional sessions in the Summer of 2005.

The end product will be a comprehensive profile of (1) existing core industry clusters and their supplier and customer industries and (2) occupations and skills inherent to those industries.

Using the results of the industry, occupation, and skills cluster analysis, the Economic and Workforce Development Blue Print will clearly define strategies for linking economic development and workforce development at the state and regional levels. Five key themes will be addressed:

- (1) Recruitment of new industries;
- (2) Retention and expansion of existing industries;
- (3) Sustainable use of natural resources;
- (4) Infrastructure; and
- (5) Education and training of the workforce.

2. If your State is participating in the ETA Personal Re-employment Account (PRA) demonstration, describe your vision for integrating PRAs as a service delivery alternative as part of the State’s overall strategy for workforce investment.

Virginia is not participating in the PRA demonstration.

H. Strategies for Faith-based and Community Organizations (§112(b)(17)(i).) Enhancing outreach opportunities to those most in need is a fundamental element of the demand-driven systems goal to increase the pipeline of needed workers while meeting the training and employment needs of those most at risk. Faith-based and community organizations provide unique opportunities for the workforce investment system to access this pool of workers and meet the needs of business and industry. Describe those activities to be undertaken to:

- (1) Increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system;
 - The Virginia General Assembly has enacted legislation establishing the Virginia Faith-Based and Community Initiative and designated the Department of Social Services as host for the Initiative. The statute also calls for coordinating among state agencies in implementation of Initiative activities and in engaging community and faith-based

organizations in partnerships to address human services needs. The focus of Virginia's Faith-Based and Community Initiative is:

- Strengthening the capacity of community and faith-based organizations to deliver services and partner with public agencies
- Broadening the State's pool of service providers
- Eliminating barriers to collaboration between public agencies and community grass roots and faith-based organizations

Through a grant from the Department of Labor, staff from Virginia's Faith-Based and Community Initiative Office has laid the foundation for increased opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system. Fourteen of the state's 17 Workforce Investment Boards (WIBs) have designed a Faith-Based and Community Initiative Liaison to coordinate outreach to community and faith-based organizations and to provide technical assistance on opportunities for partnerships with WIBs and the One-Stop network. The current efforts will be strengthened and expanded through the following activities:

- All WIBs will be requested to designate a staff person with Faith-Based and Community Initiative Liaison responsibilities.
- WIB Liaisons will be offered by Virginia Faith-Based and Community Initiative staff. This training will include information on federal and state statutes related to coordination with faith-based and community organizations, strategies for outreach, and resources and methods for providing technical assistance on engaging these community based groups in partnerships to address the workforce training and education objectives of this plan.
- Virginia's Faith-Based and Community Initiative staff will assist WIBs in offering area meetings or training events for community and faith-based organizations to orient them to the One-Stop delivery system and explore partnerships
- Expand the access of faith-based and community-based organizations' clients and customers to the services offered by the One-Stops in the State. Outline those action steps designed to strengthen State collaboration efforts with local workforce investment areas in conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the State's workforce investment areas to help meet the objectives of the Workforce Investment Act.

State agency partners will coordinate in the development of outreach materials to assist grass roots community organizations in understanding the One-Stop delivery system and how to access the services it offers.

- Staff of Virginia's Faith-Based and Community Initiative will provide training to WIB executive directors on current Faith-Based and Community Initiatives in the state and information on use of the materials and resources of the Initiative in the local WIB areas.
- WIBs will be provided model procedures for referral and tracking of clients between One-Stop Centers and faith-based and community organizations.
- The web-based Resource Directory developed as part of Virginia's Faith-Based and Community Initiative will be used to assist WIB in identification of community-based groups providing services that support the objectives of the Workforce Investment Act. This directory lists community and faith-based organizations that have stated their interest in partnerships with public agencies and outlines the services provided by the organizations.
- The Virginia Faith-Based and Community Initiative Resource Directory will be made available to local WIB for use in providing information to community and faith-based groups about WIB meetings, funding opportunities, and local workforce development activities. Additionally, the Resource Directory can be used to identify grass roots organizations that could serve as information access points to the One-Stop delivery system.
- State agency partners will coordinate to expand the state's Faith-Based and Community Resource directory to include more organizations that provide workforce development related services

X. State Administration

A. What technology infrastructure and/or management information systems does the State have in place to support the State and local workforce investment activities such as a One-Stop operating system designed to facilitate case management and service delivery across programs, a State job matching system, web-based self service tools for customers, fiscal management systems, etc.? (§§111(d)(2), 112(b)(1), and 112(b)(8)(B).)

The State has developed the Virginia Workforce Network Information System to perform case management for WIA participants with the ability to expand to include other partner programs. The State's electronic job matching system is provided by the Virginia Employment Commission, physically on-site in 28 of 40 comprehensive one stop centers and otherwise, available through the one stop delivery system. Web-based tools include electronic posting of job orders, Automated Labor EXchange System: ALEX offers job seekers several options for a self-directed job search in specific Virginia cities and counties, a national job search by state, Military Specialty, government jobs, and other national sites for jobs and employment information. Virginia's Electronic Labor Market Access (VELMA), which provides - Area Profiles, Commuting Patterns, Current Employment Statistics (CES), Education Data, Income Data, Industry and Occupational

Projections, Industry Profile, Job Search, Local Area Unemployment Statistics (LAUS), Occupational Profile, Occupational Employment Statistics (OES), Population Data, Quarterly Census of Employment and Wages (QCEW or ES-202)

B. Describe the State's plan for use of the funds reserved for Statewide activities under WIA §128 (a)(1).

The State typically categorizes use of the Statewide funds as follows. Examples of each follow the category in parenthesis:

- * Required Activities (incentive awards, technical assistance/capacity building, MIS systems)
- * Staff support
- * Virginia Workforce Council Initiatives (tied to strategic planning goals)
- * Governor's Initiatives (Incumbent Worker Training, Race to GED, Career Readiness Certificate, Model One Stop Demonstration)

It should be noted that specific projects are placed into these categories as determined by the Governor using the flexibility allowed under WIA. Projects are tied to strategies that support the State's workforce system visions as determined at the discretion of the Governor.

C. Describe how any waivers or workflex authority (both existing and planned) will assist the State in developing its workforce investment system. (§§189(i)(1), 189 (i)(4)(A), and 192 .)

See section on waivers above under Section V. of the Plan.

D. Performance Management and Accountability. Improved performance and accountability for customer-focused results are central features of WIA. To improve, states need not only systems in place to collect data and track performance, but also systems to analyze the information and modify strategies to improve performance. (See Training and Employment Guidance Letter (TEGL) 15-03, Common Measures Policy, December 10, 2003.) In this section, describe how the State measures the success of its strategies in achieving its goals, and how the State uses this data to continuously improve the system.

1. Describe the State's performance accountability system, including any state-system measures and the state's performance goals established with local areas. Identify the performance indicators and goals the State has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system. For each of the core indicators, explain how the State worked with local boards to determine the level of the performance goals. Include a discussion of how the levels compare with the State's previous outcomes as well as with the State-adjusted levels of performance established for other States (if available), taking into account differences in

economic conditions, the characteristics of participants when they entered the program and the services to be provided. Include a description of how the levels will help the State achieve continuous improvement over the two years of the Plan. (§§112(b)(3) and 136(b)(3).)

The Virginia Workforce Council is investigating the development of system-level goals to better assess the impact of Virginia's Workforce System. This level of review had not taken place before the passage of the reauthorization of the Workforce Investment Act (WIA). When the Council has completed its system performance measures deliberation, these measures will become part of Virginia's performance and evaluation process.

During Program Year 2002, the Joint Legislative Review Commission (JLARC) completed a study of the implementation of the Workforce Investment Act by the Virginia Employment Commission. Performance measures and the negotiations of State and local-level measures were included in the study. An observation by JLARC regarding the performance levels negotiated by the local workforce areas and those negotiated by the State. The average of the 17 workforce areas was less than the levels negotiated by the State, JLARC in a follow-up review has requested that the State review the performance measures negotiations to ensure that the LWIA average is not less than the State negotiated levels. As of this date, we have not negotiated the LWIA performance levels for PY 2005 and 2006.

The WIA Division has reviewed the performance of Region 2 states and two of the border states not in Region 2. For 6 of the 17 measures (within Region 2 states) Virginia has or is one of several that have the highest negotiated levels in the Region. Measures where Virginia has the highest negotiated levels – Adult Entered Employment Rate, Adult Employment Retention Rate and Older Youth Employment Retention Rate. For the Dislocated Worker Earnings Replacement, Dislocated Worker Employment and Credential Rate, and the Older Youth Entered Employment Rate, Virginia was with several Region 2 states with highest negotiated levels within the Region.

The Virginia Employment Commission has adopted the Data Analysis and Reporting Tool (DART) for the calculation of the quarterly and annual mandated reports. This product allows for the production of LWIA-based ETA9090 reports. Additionally, the WIA Division can provide local areas with WIA Management Reports for the fifteen measures (Customer Satisfaction measures are not included) that contain identifying information for the customers in the numerator for 15 measures. We are currently, producing preliminary quarterly reports that provide local areas with their performance for the months leading up to the submission of the official report. The outputs of the DART product serve, as a basis for reviewing local workforce areas to identify technical assistance needs.

2. Describe any targeted applicant groups under WIA Title I, the Wagner-Peyser Act or Title 38 Chapters 41 and 42 (Veterans Employment and Training Programs) that the State tracks. (§§111(d)(2), 112(b)(3) and 136(b)(2)(C).)

Employers served by One-Stops located in Virginia Employment Commission local offices are included in the Employer Customer Satisfaction Surveys. In those cases where a VEC local office serves as a One-Stop, WIA customers are tracked through the Virginia Workforce Network Information System and would ultimately be included in the appropriate WIA performance measures.

Federal Regulations, implementing the Wagner-Peyser Act, at 20 CFR, Part 653, Subpart B-“Services to Migrant and Seasonal Farmworkers” require SWAs to identify and provide MSFWs with the full range of job seeker services. The provision of these services shall be on a basis which is qualitatively equivalent and quantitatively proportionate to the same services provided to non-MSFWs. Special services to ensure that MSFWs receive the full range of employment related services are established by Subpart B.

The U.S. Department of Labor, Employment and Training Administration definition for MSFWs, found at 20 CFR 651.10, and as used by the SWA is as follows:

1. “Migrant Farmworker” shall mean a person who, during the preceding 12 months, worked at least one month in farmwork, earned at least half of his/her income from farmwork, and who had to travel to do the farmwork so that he/she was unable to return to his/her permanent place of residence within the same day. Full time students who are not traveling as members of a family group are excluded.
2. “Migrant Food Processing Worker” shall mean a person who, during the preceding 12 months, has worked at least one month in food processing (as classified in the 1972 Standard Industrial Classification (SIC) definitions 210, 2033, 2035, and 2037 for food processing establishments), earned at least half of his/her earned income from processing work, and was not employed in food processing year-round by the same employer, provided that the food processing required travel such that the worker was unable to return to his/her residence (domicile) in the same day.
3. “Seasonal Farmworker” shall mean a person who, during the preceding 12 months, worked at least one month in farmwork, earned at least half of his/her earned income from seasonal farmwork, and was not employed in farmwork year-round by the same employer. Full-time students are excluded from this definition

3. Identify any performance outcomes or measures in addition to those prescribed by WIA and what process is the State using to track and report them?

The Virginia Workforce Council has adopted the system measures developed by the Integrated performance Information project funded by DOL. These include short term and long term employment placement, earnings level and credential rate for participants. For the employer, it includes repeat employer customers and employer market penetration. There are also two return on investment measures. The Council has adopted the definitions and will further advance implementation by identifying which programs will be included in the measures, and how the data warehouse will be developed to report on the measures.

For MSFW, all jobseekers that are identified as MSFWs and are properly registered with the

Virginia SWA are included in a compliance reporting system. That system, required by federal regulations at 20 CFR 653.112, compares the level and the quality of the jobseeker services provided to MSFWs to the same services provided to non-MSFWs. This system, referred to as the “MSFW INDICATORS OF COMPLIANCE”, produces monthly reports for each field office of the SWA, and a monthly statewide report. There are two specific categories of indicators:

1. Equity Indicators

Referred to Jobs

Received Staff Assistance Services

Referred to Supportive Services

Received Career Guidance

2. Minimum Service Indicators

MSFWs Placed

Earning 50 cents above the Minimum Wage

Working in Non-Ag Jobs Over 150 Days

The information described above, combined with certain other non-automated data sent in by field offices, such as MSFW outreach reports, field checks, and One-Stop reviews, are reported to USDOL quarterly on-line to the ETA “Labor Exchange Agricultural Reporting System” (LEARS).

4. Describe the State’s common data system and reporting processes in place to track progress. Describe what data will be collected from the various One-Stop partners (beyond that required by DOL), use of quarterly wage records (including how your State accesses wage records), and how the Statewide system will have access to the information needed to continuously improve. (§112(b)(8)(B).)

The Virginia Workforce Network Information System (VWNIS) serves as the system of record for all WIA activity in Virginia. Data collected in VWNIS serves as the basis for the Workforce Investment Act Standardized Record Data (WIASRD) and along with unemployment insurance wage records form the basis for the performance measures and required reporting.

Virginia is using the Data Analysis and Reporting Tool (DART) to prepare the required WIA reports. This product allows for the reduction of LWIA-based ETA 9090 reports. Additionally, the WIA Division can provide local areas with WIA Management Reports for the fifteen measures (Customer Satisfaction measures are not included) that contain identifying information for the customers in the numerator for 15 measures. We are currently, producing preliminary quarterly reports that provide local areas with their performance for the months leading up to the submission of the official report. The outputs of the DART product serve, as a basis for reviewing local workforce areas to identify technical assistance needs.

During Program Year 2004, Virginia began to participate in the Wage Record Interchange System (WRIS). Unfortunately, we have not seen appreciable increases in record matches and post-program wages. Additionally, we are participants in the Federal-level wage exchange;

however, we have been disappointed in what we have received from this project. Annual salaries, although useful data in some instances, have limited utility when calculating quarterly wage gains.

5. Describe any actions the Governor and State Board will take to ensure collaboration with key partners and continuous improvement of the Statewide workforce investment system. (§§111(d)(2) and 112(b)(1).)

The State-level memorandum of understanding was developed between the Secretaries of Commerce and Trade, Education and Health and Human Resources as a first step in developing key partner collaboration. Through the MOU, the partner agencies commit to the achievement of the performance goals and the continuous improvement model of the Virginia Workforce Council, as approved by the Governor;

6. How do the State and local boards evaluate performance? What corrective actions (including sanctions and technical assistance) will the State take if performance falls short of expectations? How will the State and Local Boards use the review process to reinforce the strategic direction of the system? (§§111(d)(2), 112(b)(1), and 112(b)(3).)

The Governor ensures that continuous improvement is embedded in statewide workforce investment activities. The Virginia Workforce Council (VWC) assists the Governor in the development and continuous improvement of a statewide workforce investment system and comprehensive performance management system. To guide this process, the VWC adopted a vision statement that confirms that in order to attract and retain successful businesses and industries in Virginia, a skilled workforce is critical. This, in turn, fosters a desirable quality of life for all Virginians and cooperation between the public and private sectors and thus, emphasizes that the needs of businesses, job seekers and workers in Virginia are interrelated and interdependent. Pursuant to Section 136 of the WIA, the U. S. Department of Labor has established performance standards to measure the results of programs under Title I of the WIA. The Local Workforce Investment Board (LWIB) and the chief local elected officials (CLEOs) must negotiate with the Governor and reach agreement on the local levels of performance for each of the 17 indicators.

If a LWIB fails to meet the levels of performance negotiated with the State for the core indicators of WIA program performance or customer satisfaction indicators for any program year, the WIA Division of the Virginia Employment Commission (VEC) will make technical assistance available.

Technical assistance may include any of the following:

1. The development of a performance improvement plan;
2. The modification of a local plan; or
3. Other actions designed to assist the LWIB in improving performance.

If a LWIB falls below 80% of the negotiated levels of performance for the core indicators of WIA program performance or customer satisfaction indicators for two consecutive program

years, the Governor will enforce corrective actions.

These actions may include the any of the following:

1. The imposition of a reorganization plan;
2. The application of a S.W.O.T. analysis (Strengths, Weaknesses, Opportunities and Threats) strategies for determining target areas of improvement; or
3. Other actions designed to assist the LWIB in improving performance.

If overall performance is unacceptable for two consecutive years, additional sanctions may be imposed. Field Guidance Memorandum (FGM) #02-05, ***Local Sanctions for Unacceptable Performance***, outlines the procedures through which sanctions may be imposed at the local level and the process for appealing such sanctions.

7. What steps, if any, has the State taken to prepare for implementation of new reporting requirements against the common performance measures as described in Training and Employment Guidance Letter (TEGL), 15-03, December 10, 2003, Common Measures Policy. NOTE: ETA will issue additional guidance on reporting requirements for common measures.

WIA Division staff are reviewing the new common measures and related performance measure changes to identify what additional data elements will be need to provide for the common measures.

8. Include a proposed level for each performance measure for each of the two program years covered by the Plan. While the plan is under review, the state will negotiate with the respective ETA Regional Administrator to set the appropriate levels for the next two years. At a minimum, states must identify the performance indicators required under section 136, and, for each indicator, the State must develop an objective and quantifiable performance goal for two program years. States are encouraged to address how the performance goals for local workforce investment areas and training provides will help them attain their statewide performance goals. (§§112(b)(3) and 136.)

Virginia Performance Levels Negotiated with USDOL Region 2 on May 25, 2005

ADULT	PY 2005	PY 2006
Entered Employment Rate	76	77.5
Employment Retention Rate	80	82
Earnings Change	\$2,900	\$2,958
Employment & Credential Rate	62.5	63.7
DISLOCATED WORKER		
Entered Employment Rate	80	82
Employment Retention Rate	86	87.8
Earnings Change*	\$160	\$163
Employment & Credential Rate	62.5	63.7
OLDER YOUTH		
Entered Employment Rate	70	71.4
Employment Retention Rate	82.5	84.1

Earnings Change	\$2,200	\$2,244
Employment & Credential Rate	51.5	52.5
YOUNGER YOUTH		
Skill Attainment Rate	83	85
Diploma or Equivalent Rate	63	64.2
Retention Rate	55	56.1
CUSTOMER SATISFACTION		
Participant Satisfaction Score	72.5	74
Employer Satisfaction	71	72.4

* Dislocated Worker Wage Replacement Rate for PY 2005 and 2006 will use the same calculation methodology as the Adult and Older Youth Earnings Change.

E. Administrative Provisions

1. Provide a description of the appeals process referred to in §116(a)(5)(m).

Virginia WIA Policy 99-1 sets forth the appeals process, which allows for a unit of local government or combination of such units to appeal the denial of a request for automatic or temporary designation, or the denial of a recommendation from the Virginia Workforce Council for an area designation. Appeals must be in writing and filed within thirty (30) calendar days of the date that the denial was mailed by the Council. Appeals shall be heard by the Appeals Committee of the Council not more than thirty (30) days after the appeal was filed. The appellant shall have the right to present testimony and documentary evidence, to offer evidence in rebuttal, to present oral argument and to be represented by counsel. All testimony received by the committee shall be under oath or affirmation. Within fifteen (15) days of the hearing, the committee shall issue its recommended decision, which shall include its findings of fact, recommendations, and the basis therefore. That decision shall be mailed to the appealing party and that party's counsel of record.

The appealing party shall have the right to file exceptions to the committee's recommended decision within fifteen (15) days of the date the decision was mailed. The full Council then reviews the recommendation of the committee and can accept, reject, or modify the committee's recommended decision. The decision must set out in summary fashion the Council's findings and conclusions. The Council may adopt, in whole or in part, the findings of fact, recommendations, and rationale of the Appeals Committee. The decision of the Council shall be final upon issuance. Thereafter, the aggrieved party shall have thirty (30) calendar days to seek further review from the Secretary of the U. S. Department of Labor.

2. Describe the steps taken by the State to ensure compliance with the non-discrimination requirements outlined in §188.

The Methods of Administration has been developed by the VEC and approved by the Civil Rights Center of the Department of Labor and describes the actions the Commonwealth of Virginia undertakes to ensure that the Workforce Investment Act of 1998 (WIA), Title I financially assisted programs, activities and recipients comply with all requirements imposed by 29 CFR Part 37, which implements the nondiscrimination

and equal opportunity provisions of WIA. These provisions prohibit discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries only, citizenship or participation in any programs funded under WIA. The nondiscrimination and equal opportunity provisions contained in Virginia's Methods of Administration (MOA), apply to all recipients of funds under WIA Title I.

The MOA contains the following elements that outline the steps taken to ensure compliance with Section 188 of the Workforce Investment Act:

Element 1 *Designation of State and local level Equal Opportunity Officers*

Addresses how the VEC and recipients must designate, and make public, and Equal Opportunity Officer (EO) to coordinate nondiscrimination and EO responsibilities.

Element 2 *Notice and Communication*

Addresses how the VEC and its recipients provide initial and continuing notice of their obligation to operate programs and activities in a non-discriminatory manner, and the rights of individuals to file complaints of discrimination.

Element 3 *Review assurances, job training plans, contracts, and policies and procedures.*

Addresses how the VEC and its recipients must set up a system for reviewing assurances, job training plans, contracts, and policies and procedures to carry out the WIA-funded programs or activities and including in those documents the nondiscrimination and equal opportunity assurance. The assurance commits the recipient to "comply fully with the nondiscrimination and equal opportunity provisions" of WIA and acknowledges the government's right to seek judicial enforcement of the assurance.

Element 4 *Universal Access*

Addresses how the VEC and its recipients are complying and will continue to comply with the requirement to ensure the provision of universal access for all eligible populations to the aids, benefits, services and/or training that the recipient offers under its WIA Title I-financially assisted programs and activities. Recipients are obligated to make reasonable efforts to include members of both sexes, the various racial and ethnic groups, the various age groups, as well as individuals with disabilities.

Element 5 *Compliance with section 504 of the Rehabilitation Act of 1973, as amended, and 29 CFR part 37.*

Addresses how the VEC and its recipients are complying and will continue to comply with the disability related requirements of the WIA Section 188, Section 504 of the Rehabilitation Act of 1973 and their implementing regulations.

Element 6 *Data and Information Collection and Maintenance*

Addresses how the state ensures that a data and information collection and maintenance system for its WIA Title I-financially assisted State programs is established and maintained. Such system is required to assist the Civil Rights Center (CRC) and the State and local level EO Officers in monitoring recipient equal opportunity performance, identifying

instances of discrimination and identifying individuals or groups protected under WIA Section 188 and 29 CFR part 37 who have been discriminated against.

Element 7 Monitor recipients for compliance

Addresses how the State sets up a system for periodically monitoring all aspects of the recipient's compliance with WIA Section 188 and 29 CFR part 37. The Governor has oversight responsibility for all WIA-funded programs, which include ensuring compliance with the nondiscrimination and equal opportunity provisions of WIA.

Element 8 Complaint Processing Procedures

Addresses how the State and each recipient adopts and publishes equal opportunity complaint processing procedures providing for the prompt and equitable resolution of complaints alleging violations of WIA nondiscrimination and equal opportunity provisions.

Element 9 Corrective Actions/Sanctions

Addresses how the state establishes procedures for obtaining prompt corrective action or, as necessary, applying sanctions when noncompliance is found.

XI. Assurances

1. The State assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through the allotments made under sections 127 and 132. (§112(b)(11).)
2. The State assures that it will comply with section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that -
 - a. the State has implemented the uniform administrative requirements referred to in section 184(a)(3);
 - b. the State has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 184(a)(4); and
 - c. the State has taken appropriate action to secure compliance with section 184 (a)(3) pursuant to section 184(a)(5). (§184(a)(6).)
3. The State assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the State, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this Plan. (§112(b)(12)(B).)
4. The State assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, and the activities authorized in chapters 41 and 42 of Title 38 US code. The State assures that it will comply with the veterans priority established in the Jobs for Veterans Act. (38 USC 4215.)
5. The State assures that the Governor shall, once every two years, certify one local board for each local area in the State. (§117(c)(2).)

6. The State assures that it will comply with the confidentiality requirements of section 136(f)(3).
7. The State assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (§181(b)(7).)
8. The State assures that it will comply with the nondiscrimination provisions of section 188, including an assurance that a Methods of Administration has been developed and implemented (§188.)
9. The State assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (§185.).
10. The State assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at section 189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the State by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:
 - General Administrative Requirements:
 - 29 CFR part 97 --Uniform Administrative Requirements for State and Local Governments (as amended by the Act)
 - 29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act
 - OMB Circular A-87 --Cost Principles (as amended by the Act)
 - Assurances and Certifications:
 - SF 424 B --Assurances for Non-construction Programs
 - 29 CFR part 37 --Nondiscrimination and Equal Opportunity Assurance (and regulation) 29 CFR § 37.20
 - CFR part 93 --Certification Regarding Lobbying (and regulation)
 - 29 CFR part 98 --Drug Free Workplace and Debarment and Suspension Certifications (and regulation)
 - Special Clauses/Provisions:
 - Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.
11. The State certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.
12. The State certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
13. The State certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees in accordance with DOL regulations.
14. The State assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR part 653.
15. The State certifies it has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.

16. As a condition to the award of financial assistance from the Department of Labor under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws: -- Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I--financially assisted program or activity; -- Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin; -- Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities; -- The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and -- Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs. The grant applicant also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

17. The State assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor Guidance implementing these laws, and all other applicable Federal and State laws and regulations.

XII. Signature Page

**COMMONWEALTH OF VIRGINIA
2005-2007 WIA AND WAGNER-PEYSER STATE PLAN
PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES**

**Name of WIA Title I Grant Recipient and Administrative Agency
Wagner-Peyser Act Grant Recipient/State Employment Security Agency**

Virginia Employment Commission
703 East Main Street
PO Box 1358
Richmond, VA 23218
Phone: (804) 786-3001
Fax: (804) 225-3923

Vaworkforce@vec.virginia.gov

Name of WIA Title I Signatory Official and Wagner Peyser State Employment Security Administrator

Ms. Dolores A. Esser, Commissioner
Virginia Employment Commission
703 East Main Street
PO Box 1358
Richmond, VA 23218
Phone: (804) 786-3001
Fax: (804) 225-3923

Dee.esser@vec.virginia.gov

Name of WIA Title I Liaison

Mr. Willie F. Blanton,
WIA Division Director
Virginia Employment Commission
703 East Main Street, Room 121
Richmond, VA 23219
Phone: (804) 786-2171
Fax: (804) 225-2190

Willie.Blanton@vec.virginia.gov



As the Governor, I certify that for the Commonwealth of Virginia, the agencies and officials designated above have been duly designated to represent the Commonwealth in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

A handwritten signature in black ink that reads "Mark R. Warner". The signature is fluid and cursive, with the first letters of each name being capitalized and prominent.

Mark R. Warner
Governor of Virginia

May 31, 2005 at Richmond, Virginia

Attachment 1, Chart of Occupations in Demand

Anticipated Employment Gains through 2005 Q3		
Naics	Industry	Predicted Gain
722000	Food Services and Drinking Places	10,362
611100	Elementary and Secondary Schools	10,218
238000	Specialty Trade Contractors	8,883
541500	Computer Systems Design and Related Services	8,222
561300	Employment Services	5,075
541600	Management, Scientific, and Technical Consulting Services	4,088
561700	Services to Buildings and Dwellings	3,977
452000	General Merchandise Stores	3,794
623000	Nursing and Residential Care Facilities	2,889
441000	Motor Vehicle and Parts Dealers	2,669
541300	Architectural, Engineering, and Related Services	2,624
621100	Offices of Physicians	2,459
813000	Religious, Grantmaking, Civic, Professional, and Similar Organizations	2,456
611300	Colleges, Universities, and Professional Schools	2,383
622000	Hospitals	2,365
423000	Merchant Wholesalers, Durable Goods	2,237
713000	Amusement, Gambling, and Recreation Industries	2,078
561600	Investigation and Security Services	1,752
237000	Heavy and Civil Engineering Construction	1,568
551000	Management of Companies and Enterprises	1,538
541100	Legal Services	1,514
448000	Clothing and Clothing Accessories Stores	1,487
561200	Facilities Support Services	1,432
444000	Building Material and Garden Equipment and Supplies Dealers	1,423
621600	Home Health Care Services	1,367
531000	Real Estate	1,363
920000	Public Administration	1,306
236000	Construction of Buildings	1,266
488000	Support Activities for Transportation	1,137

Attachment 2

FIELD OFFICES - COUNTIES

<u>Bristol Field Office</u>	Lee, Scott, Wise, Washington, Smyth, Russell, Dickenson, Buchanan, Bland, Wythe, Tazewell, Carroll, Pulaski, Grayson
<u>Roanoke Field Office</u>	Montgomery, Floyd, Franklin, Roanoke, Craig, Alleghany, Botetourt, Giles, Bath, Bedford, Rockbridge
<u>Warsaw Field Office</u>	Richmond, Westmoreland, Northumberland, Lancaster, Essex, Middlesex, Mathews, King and Queen, Gloucester, King William, Caroline, Spotsylvania, Stafford, King George
<u>Charlottesville Field Office</u>	Albemarle, Louisa, Orange, Greene, Amherst, Madison, Culpeper, Fluvanna, Nelson, Buckingham
<u>Danville Field Office</u>	Pittsylvania, Henry, Patrick, Halifax, Campbell, Charlotte
<u>South Hill Field Office</u>	Mecklenburg, Lunenburg, Prince Edward, Brunswick, Nottoway, Amelia, Greenville, Powhatan, Appomattox, Cumberland
<u>Tri-Cities Field Office</u>	Prince George, Chesterfield, Dinwiddie, Goochland, Henrico, Hanover, Surry, Sussex, Southampton, Isle of Wight, Charles City, New Kent, James City, York, Cities of Suffolk, Va Beach, Chesapeake.
<u>Winchester Field Office</u>	Frederick, Shenandoah, Rockingham, Highland, Augusta, Page, Warren, Clarke, Loudoun, Fauquier, Prince William, Fairfax, Rappahannock
<u>Onley Field Office</u>	Northampton, Accomack

Attachment 3

VIRGINIA EMPLOYMENT COMMISSION

MIGRANT AND SEASONAL FARMWORKER ESTIMATES PY 05

03/18/05

	Seasonal Farmworkers (Non H-2A)				Migrant Farmworkers (Non H-2A)				H-2A Farmworkers	
%	%	%	%		%	%	%		%	%
			Non-working				Non-working			
	Unduplicated	Peak	Family		Unduplicated	Peak	Family		Unduplicated	Peak
	Total	Count	Total		Total	Count	Total		Total	Count
	2005	2005	2005		2005	2005	2005		2005	2005
State	5,231	4,155	1,564		10,148	9,237	674		2,514	2,402
Chesapeake	22	12	0		10	4	0		0	0
Suffolk	90	40	4		90	70	0		42	42
Virginia Beach	50	45	2		100	85	5		8	8
Accomack Co.	240	230	90		2,361	2,350	90		0	0
Albemarle Co	41	36	25		205	185	24		11	11
Alleghany Co	0	0	0		0	0	0		0	0
Amelia County	82	50	10		25	20	10		25	25
Amherst Co	15	12	6		40	34	0		0	0
Appomattox	45	20	10		20	10	5		0	0
Arlington Co	0	0	0		0	0	0		0	0
Augusta Co	50	50	10		20	20	0		0	0
Bath Co	0	0	0		0	0	0		0	0
Bedford Co	39	27	82		15	12	0		3	3
Bland Co.	30	20	10		5	5	0		0	0
Botetourt Co.	80	65	200		55	50	0		30	30
Brunswick Co.	150	95	20		70	55	1		200	200
Buchanan Co	35	25	5		0	0	0		0	0
Buckingham Co	3	3	0		0	0	0		0	0
Campbell Co	66	57	11		36	29	6		30	26

Caroline Co	131	131	0		161	151	2		4	4
Carroll Co	65	55	20		100	80	10		30	30
Charles City Co	30	15	0		9	3	0		6	6
Charlotte Co.	81	70	10		47	35	8		108	96
Chesterfield Co	75	30	3		23	18	2		39	39
Clarke Co	30	25	10		60	50	0		20	20
Craig Co	8	4	0		0	0	0		0	0
Culpeper Co	22	20	3		7	6	0		0	0
Cumberland Co	60	25	5		25	15	2		0	0
Dickenson Co	30	20	0		40	35	0		0	0
Dinwiddie Co	85	40	3		10	5	0		91	91
Essex Co	41	36	10		136	126	0		0	0
Fairfax Co	0	0	0		0	0	0		0	0
Fauquier Co	20	15	0		6	5	0		0	0
Floyd Co	31	27	37		55	42	22		0	0
Fluvanna Co	2	2	0		0	0	0		3	3
Franklin Co	40	29	123		65	48	0		125	98
Frederick Co	165	150	15		340	340	10		250	250
Giles Co	25	21	63		23	20	0		0	0
Gloucester Co	60	40	10		70	55	15		0	0
Goochland Co	0	0	0		0	0	0		0	0
Grayson Co	120	100	30		750	700	55		102	82
Greene Co	0	0	0		2	2	0		0	0
Greensville Co	105	55	10		35	25	3		28	28
Halifax Co	177	158	18		40	36	8		175	150
Hanover Co	100	75	6		34	28	0		51	51
Henrico	15	10	1		5	5	0		2	2
Henry Co	60	48	12		34	25	8		25	25
Highland Co	10	10	0		0	0	0		0	0
Isle of Wight Co	90	72	4		15	10	0		0	0
James City Co	10	8	0		4	4	0		0	0

King and Queen Co	31	26	6		21	21	3		0	0
King George Co	61	61	40		305	280	52		0	0
King William Co	31	26	0		31	26	0		0	0
Lancaster Co	21	21	4		31	21	0		0	0
Lee Co	40	35	10		40	40	10		0	0
Loudoun Co	10	10	0		0	0	0		0	0
Louisa Co	6	5	0		2	2	0		0	0
Lunenburg	75	60	10		65	30	3		200	200
Madison Co.	12	10	7		11	10	0		0	0
Mathews Co	43	35	12		134	123	2		0	0
Mecklenburg Co	200	125	50		200	150	10		380	380
Middlesex Co	81	76	21		140	120	4		0	0
Montgomery Co	12	8	16		22	12	23		0	0
Nelson Co	57	52	45		122	115	8		58	58
New Kent Co	38	30	0		5	5	0		0	0
Northampton Co	246	240	80		1,831	1,800	85		0	0
Northumberland Co	51	51	0		61	51	0		0	0
Nottoway Co	55	40	10		50	30	5		40	40
Orange Co	37	25	7		12	9	0		25	25
Page Co	5	5	0		0	0	0		0	0
Patrick Co	65	59	13		53	47	9		24	20
Pittsylvania Co	175	154	21		52	43	10		340	320
Powhatan Co	45	40	5		30	25	0		5	5
Prince Edward	95	50	5		50	20	5		0	0
Prince George Co	20	20	0		5	3	0		0	0
Prince William Co	20	15	0		0	0	0		0	0
Pulaski Co	0	0	0		0	0	0		0	0
Rappahannock Co	14	9	0		0	0	0		0	0
Richmond Co	71	61	21		201	181	20		0	0
Roanoke Co	27	20	62		17	14	2		2	2

Rockbridge Co	30	30	0		0	0	0		0	0
Rockingham Co	40	40	10		180	180	0		0	0
Russell Co	40	35	10		30	30	0		0	0
Scott Co	50	40	15		100	80	25		0	0
Shenandoah Co	25	20	5		225	190	0		20	20
Smyth Co.	35	25	10		125	105	55		0	0
Southampton Co	140	100	8		160	100	0		0	0
Spotsylvania Co	41	31	11		31	26	0		0	0
Stafford Co	35	28	12		25	17	2		0	0
Surry Co.	12	8	0		4	2	0		0	0
Sussex Co	75	65	12		110	90	0		9	9
Tazewell Co	35	30	10		0	0	0		0	0
Warren Co	5	5	0		0	0	0		0	0
Washington Co	40	35	10		180	140	30		0	0
Westmoreland Co	183	156	108		315	279	15		3	3
Wise Co	20	15	5		0	0	0		0	0
Wythe Co	30	30	15		20	20	10		0	0
York Co	25	15	0		4	2	0		0	0
%	%	%	%	%	%	%	%	%	%	%

Attachment 4

	Seasonal Farmworkers (Non H-2A)				Migrant Farmworkers (Non H-2A)				H-2A Farmworkers	
%	%	%	%		%	%	%		%	
	Non-working				Non-working					
	Unduplicated	Peak	Family		Unduplicated	Peak	Family		Unduplicated	Peak
	Total	Count	Total		Total	Count	Total		Total	Count
Local Office	2005	2005	2005		2005	2005	2005		2005	2005
Winchester	394	354	50		831	785	10		290	290
Tri-Cities	877	585	43		588	434	7		248	248
Onley	486	470	170		4192	4150	175		0	0
Charlottesville	195	165	93		401	363	32		97	97
Warsaw	881	779	255		1662	1477	115		7	7
Danville	624	546	85		262	215	49		702	637
Roanoke	292	231	583		252	198	47		160	133
Bristol	570	465	150		1390	1235	195		132	112
South Hill	912	560	135		570	380	44		878	878
%	%	%	%		%	%	%		%	%
STATE TOTALS	5231	4155	1564		10148	9237	674		2514	2402
%	%	%	%	%	%	%	%	%	%	%
				%						
MSFW TOTALS (excluding H-2A)	15379	13392	2238	%						
				%						
%	%	%	%	%						

The offices list below shall, at a minimum, conduct MSFW outreach as follows:

Winchester	379	contacts
Tri-Cities	339	contacts
Onley	1538	contacts
Charlottesville	176	contacts
Warsaw	751	contacts
Danville	253	contacts
Roanoke	143	contacts
Bristol	566	contacts
South Hill	313	contacts

Attachment 5

Public comments received after action on plan taken by the Executive Council of the Virginia Workforce Council (Comments will be presented to Virginia Workforce Council for Future Consideration).

Received 5/26/05 via e-mail from Local Area 5 LWIB Director

"Brian,

Following are my comments regarding Virginia's draft WIA and Wagner Peyser Plan:

1. On page 36, waiver request #6, the goal is incomplete.
2. Area 5 does not support waiver request #6 as written -- we believe the local funds should stay with the local areas. However, if "statewide activities" was better defined, we might be able to support this request. For example, if the recaptured funds were allocated to statewide activities that specifically and directly benefit local areas (an example would be training for local staff), we might support this waiver request.

That said, I hope we would be able to negotiate on any proposed recapture -- our area relies on a high percentage of carryover funds to be able to operate. However, if you compare the AMOUNT of carryover funds we use, I'm guessing it is very low compared to other areas.

Thanks!

Andrea Grund, Area 5"

Comments from Opportunity Inc. (Hampton Roads Workforce Development Board)
on the draft document: Virginia WIA State Plan for 2005-2007

Submitted to the Virginia Employment Commission
May 26, 2005

This is to inform the United States Department of Labor, the Virginia Workforce Council, and the Virginia Employment Commission that Opportunity Inc. (Hampton Roads Workforce Development Board), submits the following comments on the Commonwealth of Virginia's WIA and Wagner Peyser State Plan for 2005-2007:

1. Waiver Request #6: *Allow the State the option of recapturing funds from local areas that have not expended at least 80% of their local funds in the first year to be used for statewide use or reallocated to other eligible local areas, wherein currently recaptured funds from the first year may only be reallocated to other local eligible areas.*

This waiver suggests that potentially all recaptured funds could remain with the State for identified economic and workforce development initiatives. Opportunity Inc. (Hampton Roads Workforce Development Board) recognizes that workforce development and economic development are best addressed at the local level based on local needs. The State's use of additional WIA funds, beyond their current 25%, reverses the intent of WIA

legislation, and more importantly local control. It is our position that this wavier request be denied.

2. As a point of clarification, the Executive Directors of the WIBs were provided the opportunity to review the waivers, not the Boards themselves. We appreciate the opportunity to be included in that review. However, the list that we were provided did not include Waiver Request #6.

Thank you for your consideration of our comments and if you need any additional information please let me know.

May 27, 2005

The Honorable Dolores Esser
Commissioner
Virginia Employment Commission
703 East Main Street
PO Box 1358
Richmond, Virginia 23218-1358

VIA FACSMILE

Dear Commissioner Esser:

On behalf of the Northern Virginia Workforce Investment Board, I wish to convey my concerns with the State's Proposed WIA Policy Waiver #6 to be included in the Commonwealth of Virginia's WIA and Wagner - Peyser State Plan for 2005-2007. I disagree with the waiver request to raise the local workforce board annual spend-down requirements of WIA funding from 70% to 80%.

The waiver request to retain any recaptured WIA funding at the State level appears inconsistent with the continued Federal, State and local emphasis to link workforce and economic development initiatives at the local level. I believe this waiver request, if approved, will diminish our ability to provide local workforce services in an efficient manner.

From my perspective as Chairman of a high-performing workforce area, it is my belief that Waiver Request #6 should be denied by the U.S. Department of Labor. Thank you for your consideration of our local perspective.

Sincerely,

Robert P. Rogers, Jr.
Chairman

Virginia Community College System Specific Comments on the 2005 WIA and Wagner Peyser Plan for Virginia, submitted via e-mail, May 27, 2005

Page Number	Question	Comments
Page 4	Question C: "Given the continuously changing skill needs that business and industry have as a result of innovation and new technology, what is the Governor's vision for ensuring a continuum of education and training opportunities that support a skilled workforce?"	The VCCS coordinates a collaborative effort of employers, the Virginia Department of Labor and Industry, secondary education, technical centers and local colleges to provide apprenticeship related instruction in highly skilled trades and occupations.
Page 5	Question E: "What is the Governor's vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need, such as out of school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm work youth, and other youth at risk?"	Under the Governor's Senior Year Plus initiative, the VCCS and VDOE are collaborating to implement the Path to Industry Certification program. This program is for high school seniors who do not have post-secondary plans. Prior to graduation, the students and their parents agree that the student will enroll in an industry certification or state licensure program at the local community college in the summer/fall following graduation. Additionally, there are several programs that have been implemented by the community college system to ensure the opportunity and success of youth. The Career Prep Academy is a program for high school seniors who will not have enough credits to graduate from high school. The Bridge Partnership is a collaborative effort between the VCCS and VDOE to enhance the learning path of students from the 10 th grade through entry and success in college. Additionally, the VCCS and VDOE have sponsored Community College Career Coaches. Community college career advisors are placed in schools to assist in career pathway planning and enrollment in career pathway programs.
Page 5/6	II: "Identify the Governor's key workforce investment priorities for the State's public workforce system and how each will lead to actualizing the Governor's vision for workforce and economic development."	In addition to Workforce Investment Act implementation activities, there are initiatives that align workforce development and workforce training activities with local and regional economic development goals. Such initiatives include the Industry, Occupation, and Skills Cluster Analysis that the VCCS and VEDP have partnered to develop.
Page 10/11	Question 8: "What resources does the State provide the board to carry out its function, i.e. staff, funding, etc.?"	The entire Workforce Development Services (WDS) team of the VCCS supports the workforce system in the Commonwealth by creating, implementing, and partnering with various agencies workforce to develop programs and initiatives that are results-oriented and demand-driven. These programs are in line with the vision and mission of the Virginia Workforce Council.
Page 16	Question: "In what industries and occupations is there a demand for skilled workers, both today and projected over the next decade?"	The VCCS and VEDP have conducted the Industry, Occupations, and Skills Cluster Analysis study that will (1) identify existing core industry clusters and their supplier and customer industries, and (2) occupations and skills inherent to those industries. This study will clearly identify the industries, occupations, and skills that are in high demand.
Page 23/24	Question C: "Based on the State's economic and labor market analysis, what strategies has the State implemented or plans to implement to identify and target industries and occupations within the State that are high growth, high demand, and vital to the State's economy?"	The VCCS has taken the lead role in Career Pathway models for Virginia. The VCCS held the first annual Career Pathways Conference in April 2005, in which over 160 professionals participated. The VCCS has also implemented several career pathways, including maritime construction, nursing, and IT trades. The VCCS has also taken the lead role in administering the Career Readiness Certificate.
Page 23/24	Question C: "Based on the State's economic and	The VCCS and VEDP conducted the Industry, Occupations, and Skills

	labor market analysis, what strategies has the State implemented or plans to implement to identify and target industries and occupations within the State that are high growth, high demand, and vital to the State's economy?"	Cluster Analysis study that will (1) identify existing core industry clusters and their supplier and customer industries, and (2) occupations and skills inherent to those industries. This study will clearly identify the industries, occupations, and skills that are in high demand.
Page 25/26	Question E: "What State strategies are in place to ensure that sufficient system resources are being spent to support training of individuals in high growth/high demand industries?"	Comment: The grant was awarded to Thomas Nelson Community College.
Page 27/28	Question H: "Describe the State's strategies to promote collaboration between the public workforce system, education, human services, juvenile justice, and others to better serve youth that are most in need and have significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment."	<p>The VCCS has also implemented the Middle College, Career Prep Academy, Path to Industry Certification, and Tech Prep programs to serve the youth population.</p> <p>The Middle College is a college recovery program for 18-24 year old adults desiring an opportunity to continue their academic and career preparation. Components of the program include completion of the GED, obtaining a Career Readiness Certification (CRC), and earning a college credential.</p> <p>Career Prep Academy is a collaborative effort between the VCCS and VDOE to serve the youth population. The initiative is similar to the VCCS Middle College initiative except that it is for high school seniors who lack one and two credits to graduate from high school. These students will simultaneously complete their high school credits and enroll in college courses.</p> <p>The VCCS and VDOE are collaborating to implement the Path to Industry Certification. This program is for high school seniors who do not have post-secondary plans. Prior to graduation, the students and their parents agree that the student will enroll in an industry certification or state licensure program at the local community college in the summer/fall following graduation. The student receives tuition-free community college enrollment for specific courses leading to an industry certification license if he/she passes all required courses and maintains a minimum cumulative 2.0 GPA. Additionally, there is no charge to the student for certification.</p> <p>The VCCS, through the 23 local community colleges, administers Virginia's post-secondary Tech Prep programs. The mission of Tech Prep is to develop, support, and promote career and technical programs that prepare the emerging workforce for careers in industry clusters, such as health technologies, information technologies, engineering and manufacturing, and public service. Tech Prep Career Pathways connect business and industry, secondary school systems, and community colleges.</p>

